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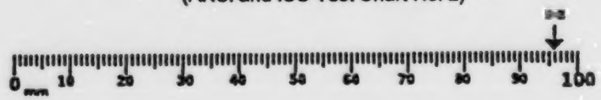

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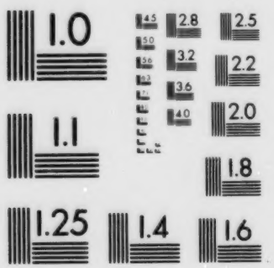

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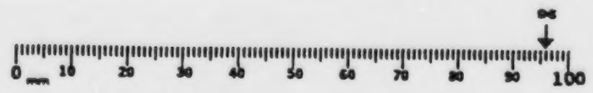

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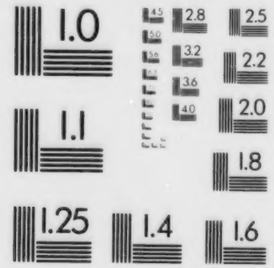

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Workplace gazette

An Industrial Relations Quarterly

Summer 2000

Vol. 3, No. 2

- **Widening Salary Bands at the National Bank of Canada**
- **Work, Family and Community: Key Findings**
- **Union Renewal: New Directions**

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Workplace gazette

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AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

In this second issue of the new millennium and in celebrating 100 years of labour, a special article looks at a Fifty-year check-up of Wagnerism in Canada.

Section 1

Section 1 provides first quarter 2000 data on wage adjustments in major collective agreements, current and historical, by public and private sectors, by region, by jurisdiction and by major industry. An article describes a change in data collection: Moving from a Census to a Sample Approach. This change will also increase the scope of coverage and will report on bargaining units of 100 or more workers.

Section 2

Section 2 offers information on major collective agreement expiries and reopeners for July, August and September 2000. Also included is information on work stoppages with a chronological perspective and a first quarter overview for 2000.

Section 3

Section 3 summarizes innovative practices in the workplace resulting from collective bargaining and offers a number of case studies and articles. Case studies include the impact of economic democracy on the workplace as exemplified by the Fonds de solidarité des travailleurs du Québec at the Tripap plant and another case on labour-management partnership and worker empowerment at the Belgo Paper Mill. The impact of cooperative labour relations on resident care in long-term facilities is described and the use of wider salary bands at the National Bank of Canada is explored. Finally, case studies provide examples of workplace practices promoting work-family balance at Merck Frosst Canada and Americanada.

One article provides a fifty-year check-up of Wagnerism in Canada and another looks to the future for union renewal and new directions in the labour movement. Finally, an award program to recognize workplace champions in disability management is described and key findings from the Canadian Council on Social Development on work, family and community are presented.

Recent changes in Canadian Labour Laws point to a comprehensive report on family-related leave provisions in various jurisdictions. The report is available on the Labour website.

Yesterday and Today looks at a fifty year old non-raiding agreement signed by two major trade unions.

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SECTION 1

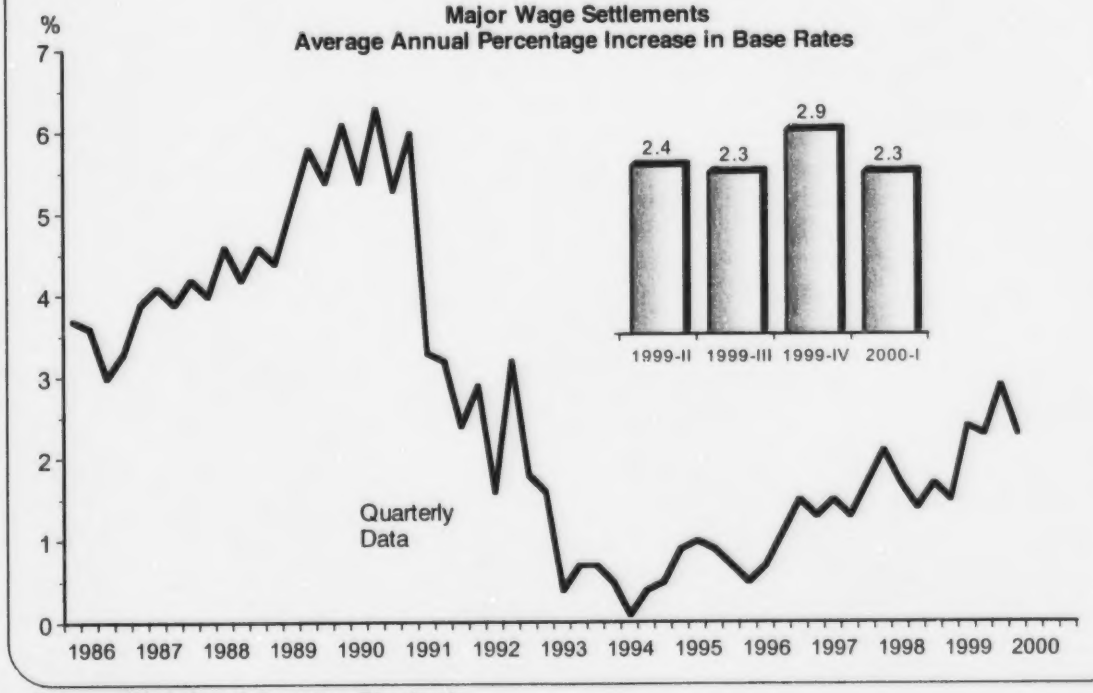
MAJOR WAGE SETTLEMENTS* – FIRST QUARTER 2000

Summary

- Wage increases averaged 2.3 per cent in the first quarter 2000, up a fraction from the 1999 average annual increase of 2.2 per cent
- There were 142 major settlements reached during the first quarter with an above-average coverage of 531,150 employees
- The vast majority of settlements (80 per cent) were in the public sector. Public sector increases at 2.3 per cent were below those in the private sector at 2.8 per cent
- The first quarter 2000 results were significantly influenced by settlements in the Quebec public sector (56 agrements providing 288,930 employees with an average wage gain of 2.3 per cent)
- Wage adjustments were highest in Alberta at 3.8 per cent; the lowest in British Columbia at 0.6 per cent
- Wage adjustments, by industry, were the highest in Construction at 3.9 per cent, well above the all-industry average of 2.3 per cent; all remaining industry divisions averaged 2.0 to 2.5 per cent

Chart A

Major Wage Settlements
Average Annual Percentage Increase in Base Rates



Source: Workplace Information Directorate

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Overview

Major collective bargaining settlements reached in the **first quarter of the year 2000** provided base-rate wage increases averaging **2.3 per cent** annually over the contract-term, up marginally from the 2.2 per cent average in the year 1999, but below the 2.9 percent average in the fourth quarter of 1999.

The first quarter 2000 results are based on a review of 142 settlements reached in the period, with an above-average coverage of 531,150 employees. In the year 1999 as a whole, there were 368 major settlements covering 808,530 employees. When the parties to these settlements previously negotiated, with contract durations averaging approximately 33 months, the resulting wage adjustments averaged 1.0 per cent, compared to the 2.3 per cent gain in their most recent first-quarter settlements.

The overall size of wage adjustments has trended upwards moderately since troughing in mid-1994. The 2.3 per cent gain in the first quarter of the year 2000 remains well below the most recent annual peak-gain of 5.6 per cent in 1990. Also, since 1993, average wage adjustments in the private sector have generally been above those in the public sector, although the gap has been narrowing since late 1997.

Wage adjustments for 488,560 employees in 114 first-quarter **public sector** settlements averaged **2.3 per cent**, a slight increase from the average of 2.1 per cent in the fourth quarter of 1999. In the **private sector**, 28 settlements reached in the first quarter provided wage adjustments, averaging **2.8 per cent** for 42,590 employees, below the fourth-quarter 1999 average of 3.7 per cent. The first quarter 2000 results were significantly influenced by settlements in the Quebec public sector for 288,930 employees, with an average wage gain of 2.3 per cent.

On a regional/jurisdictional basis, wage increases in the first quarter 2000 were largest in the Prairie Provinces, at 3.6 per cent for 24,170 employees (Alberta's 20,960 employees gained increases averaging 3.8 per cent). In Ontario, 113,530 employees gained an average increase of 2.4 per cent. Quebec's 297,470 employees gained an average 2.3 per cent. In the Federal jurisdiction, 68,710 employees obtained increases averaging 2.2 per cent. In Atlantic Canada, wage increases for 17,060 employees averaged 2.1 per cent, while in British Columbia, 10,210 employees gained an average increase of 0.6 per cent.

Distribution by Size of Wage Adjustments

With the upturn in the size of wage adjustments since the trough in 1994, there has been a corresponding decline in the incidence of wage freezes and wage cuts. In 1994, nearly two-thirds (65.6 per cent) of all

Table 1

Distribution of Agreements and Employees by Size of Wage Adjustments, First Quarter 2000

	Agreements		Employees	
Adjustment Range	Number	Percentage	Number	Percentage
0%	1	0.7	990	0.2
>0.0% to 0.9%	11	7.7	12,510	2.4
1.0% to 1.9%	11	7.7	23,410	4.4
2.0% to 2.9%	92	64.8	444,580	83.7
3.0% to 3.9%	12	8.5	23,280	4.4
4.0% to 4.9%	12	8.5	19,880	3.7
5.0% and more	3	2.1	6,500	1.2
ALL LEVELS	142	100.0	531,150	100.0

Source: Workplace Information Directorate

employees were subject to wage freezes or cuts; last year, that proportion had dropped to 3.6 per cent of all employees; 0.2 per cent of all employees in one settlement reached in the first quarter of this year was subject to a wage freeze.

There was a very large concentration of employees with wage increases in the 2.0 to 2.9 per cent range. Close to 84 per cent of employees in the first quarter obtained wage adjustments in that range; 7.0 per cent of employees obtained wage increases below 2.0 per cent and the other 9.0 per cent obtained wage increases of 3.0 per cent and over. The large distribution of employees in the 2.0-2.9 per cent range is due in large part to the very large number of Quebec public sector settlements (most with 2.2 per cent increases) and Ontario public sector settlements (including 38,000 nurses also at 2.2 per cent).

Public and Private Sectors

Wage adjustments for 488,560 employees (92.0 per cent of all employeees) in 114 first-quarter public-sector settlements averaged **2.3 per cent**. These results were influenced in large part by settlements in the Quebec public sector providing 288,930 employees, with wage increases averaging 2.3 per cent. Twenty-four public-sector settlements in Ontario provided 88,230 employees with wage gains averaging 2.4 per cent and nine federal public sector agreements provided 67,870 employees with wage gains of 2.2 per cent. In Alberta, 11 public-sector agreements covering 20,010 employees provided the largest increases averaging 3.8 per cent. The lowest increases were recorded in British Columbia with eight agreements providing 10,210 employees with wage increases of 0.6 per cent.

Wage increases in the private sector (2.8 per cent) were higher than those in the public sector (2.3 per cent). The private sector figure is just slightly higher than the sectoral average of 2.6 per cent for the whole of 1999. Private sector wage increases in the first quarter 2000 ranged from a low of 0.4 per cent for 600 employees with the Moncton NorthEast Construction Association to a high of 5.0 per cent with the Ontario Sheet Metal and Air Handling Group. These results are based on a relatively low coverage of 42,590 employees in 28 agreements.

Wage Adjustments by Region/Jurisdiction

The first quarter 2000 results were strongly influenced by settlements in the Quebec public sector. These settlements provided 54.4 per cent of all employees covered in first quarter settlements. In total, there were 61 public and private sector agreements in Quebec providing 297,470 employees with wage increases averaging 2.3 per cent.

The largest average increase was in Alberta. Twelve agreements provided 20,960 employees with wage gains of 3.8 per cent. All but one were provincial public sector settlements; of these, many were provincial administration agreements with wage increases averaging 4.0 per cent.

In contrast, the smallest average increase was in British Columbia. There were eight settlements providing 10,210 employees with wage increases averaging 0.6 per cent. All agreements were in the public sector and provided for increases ranging from 0.3 to 0.7 per cent.

In Ontario, 38 agreements provided 113,530 employees with wage adjustments averaging 2.4 per cent. These settlements ranged from a wage freeze for office employees at the Ottawa Carleton District School Board, to a high of 5.0 per cent for construction employees with the Ontario Sheet Metal and Air Handling Group. Also among these was a settlement between 38,000 nurses and the Ontario Hospital Association at 2.2 per cent and two settlements between 4,220 steel production employees and Algoma Steel Inc. at 1.1 and 1.4 per cent.

In Atlantic Canada, wage gains for 17,060 employees in nine agreements averaged 2.1 per cent. Wage increases ranged from 0.4 per cent (for construction employees with the Moncton NorthEast Construction Association to a high of 9.0 per cent for employees with the Emergency Medical Care Inc. in Nova Scotia. Among these was also a settlement between 3,000 plant employees and Fishery Products International Ltd. (eight different locations) yielding an average annual wage increase of 2.4 per cent.

In the Federal Jurisdiction, wage gains averaged 2.2 per cent for 68,710 employees in 10 agreements. The vast majority of these were public sector agreements in the 2.0-2.5 per cent range.

Chart B

Major Wage Settlements – Public and Private Sectors
Average Annual Percentage Adjustment in Base Rates

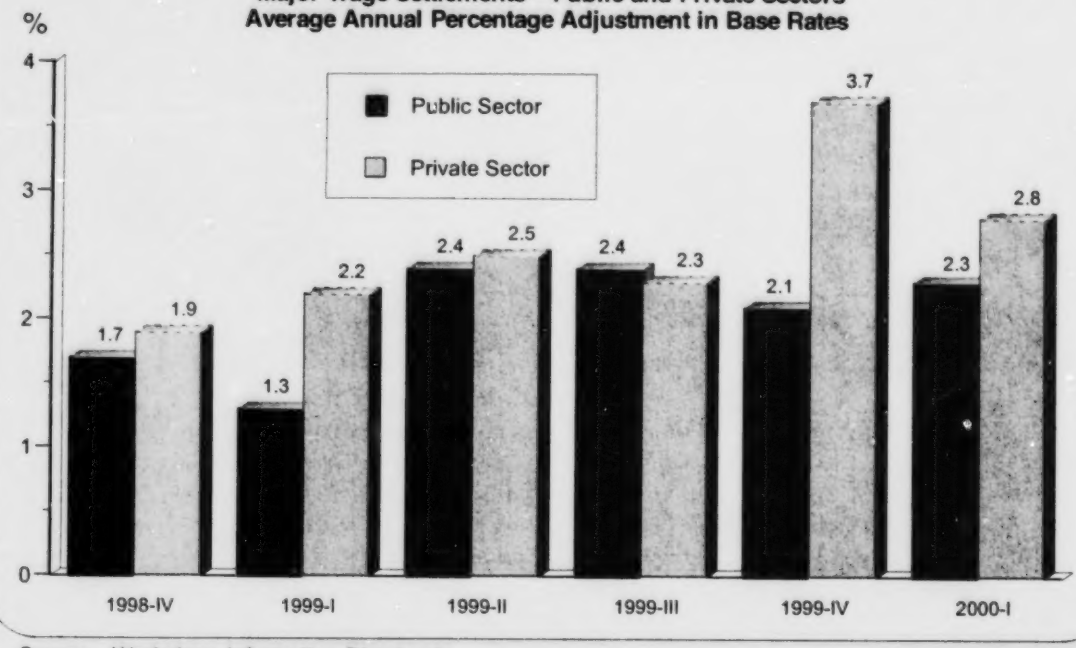


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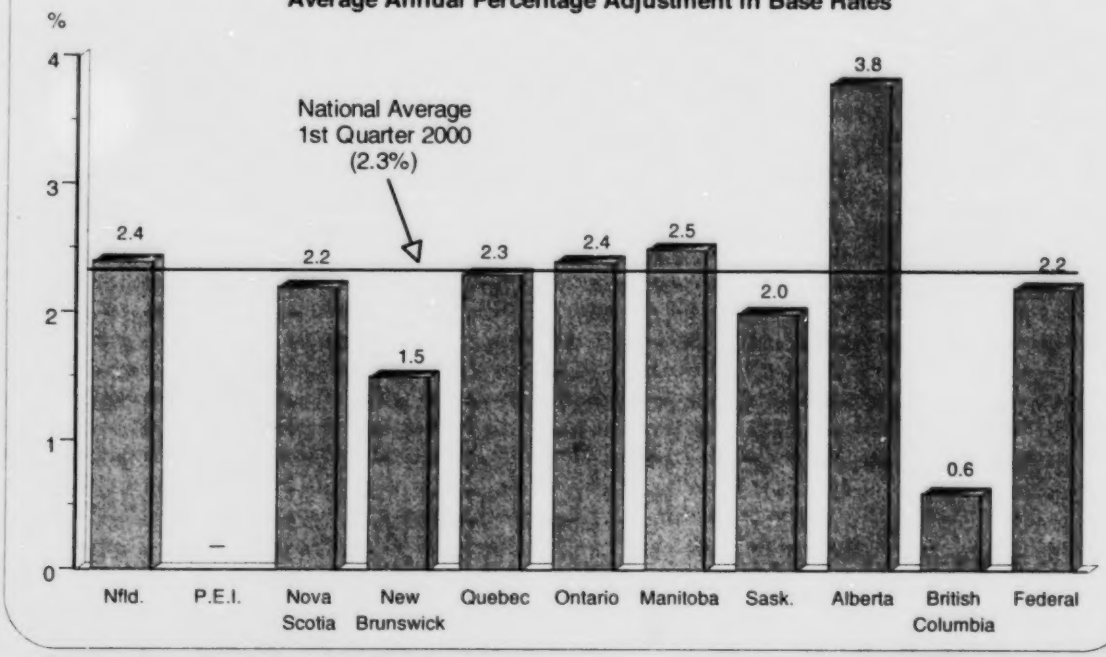
Chart C

Major Wage Settlements by Jurisdiction
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Wage Adjustments by Industry

On an industry basis, the largest concentration of employees (62.5per cent) was in the Services sector, with 332,120 workers in 87 settlements obtaining average wage gains of 2.2 per cent; the vast majority of these (236,650) were in Quebec with increases of 2.2 per cent, followed by Ontario (66,410) also at 2.2 per cent.

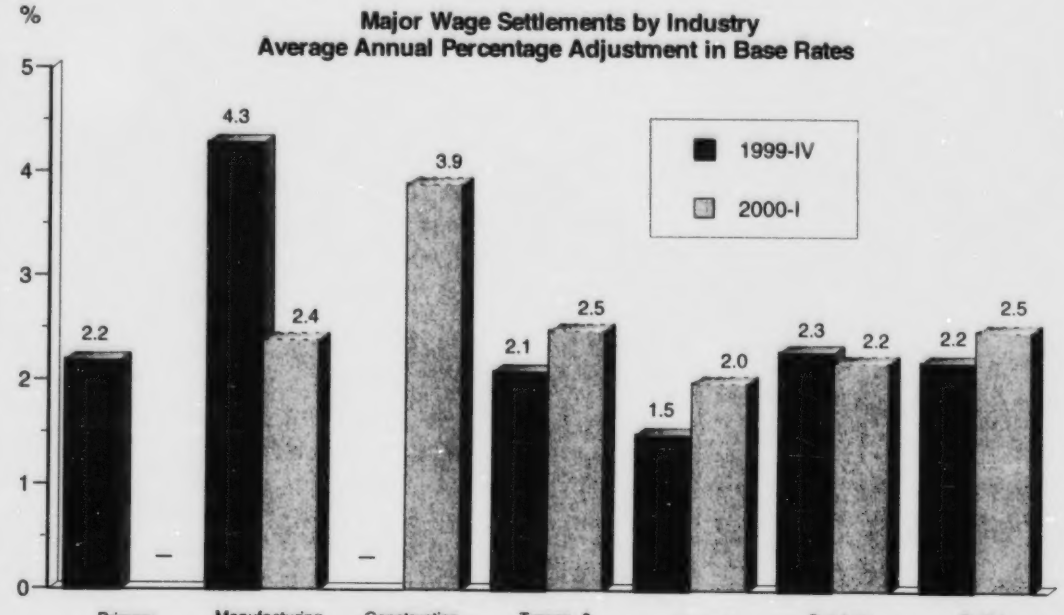
The largest average increase occurred in the Construction sector, with 7,300 employees obtaining average gains of 3.9 per cent in five settlements. These settlements had increases ranging from 0.4 per cent (Moncton NorthEast Construction Association), to a high of 5.0 per cent (Ontario Sheet Metal and Air Handling Group).

The second largest industry average (at 2.5 per cent) was in both Public Administration and in Transportation, Communication and Other Utilities. In Public Administration, there were 19 agreements covering 85,640 employees with increases ranging from 1.4 per cent in the Ontario Housing Corporation settlement, to 4.0 per cent in seven Government of Alberta agreements. In Transportation, Communication and Other Utilities, 12 agreements provided 77,190 employees with wage increases ranging from 0.7 per cent at B.C. Rail Ltd. (operating and non-operating employees) to a high of 4.4 per cent with NAV CANADA.

In the Manufacturing sector, 17 settlements provided 19,710 employees with increases averaging 2.4 per cent. Wage increases ranged from 1.1 per cent at Algoma Steel (salaried workers), to a high of 4.8 per cent at both Boeing Canada Ltd. and Calgary Laboratory Services.

Chart D

Major Wage Settlements by Industry
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

In the Trade sector, there were only two major settlements providing 9,190 employees with wage increases averaging 2.0 per cent. There were no settlements in Primary Industries.

Cost-of-Living Allowances

The number of Cost-of-Living Allowances (COLA) in collective agreements has declined over the last decade. Of the 142 settlements in the first quarter of this year, only seven had a COLA provision. Last year, 45 of 368 agreements contained a COLA clause. In comparison, 161 of 507 agreements settled in 1990, had a COLA.

With the rate of inflation as low as it has been, many of these provisions have produced little if any additional revenue. Their number has dwindled as their effectiveness in generating revenue has decreased. More recently, rising oil prices have pushed the Consumer Price Index (CPI) moderately upward. If these energy prices spill over into other consumer prices, wage expectations are also anticipated to rise. COLA provisions would then become more attractive to bargaining agents in order to protect wage gains made in past years.Most predictions at this point expect the core CPI (discounting for oil prices) to remain within current levels. Many inflationary imbalances which have emerged in the United States are currently absent in Canada (labour shortages and a growing current account deficit). However the Canadian economy is closely linked to the United States.

INFORMATION ON COLLECTIVE BARGAINING: MOVING FROM A CENSUS TO A SAMPLE APPROACH

Jean-Charles Roy
Workplace Information Directorate
Labour Program, Human Resources Development Canada

The Workplace Information Directorate of the Labour Program, Human Resources Development Canada, has been tracking, analyzing and disseminating information pertaining to industrial relations and collective bargaining for many decades. Statistics on average wage rate increases negotiated at the bargaining table are widely reported in the press and constitute one of Canada's key economic indicators. Additional information – such as information on other (non-wage) provisions in collective agreements – may not receive as much attention from the press, but is widely used by the industrial relations community in preparing for collective bargaining, for research or for policy development purposes.

Over the last 20 to 30 years, the Directorate has, for the most part, collected information from agreements pertaining to bargaining units of 500 or more workers under provincial jurisdiction and those of 200 or more workers under federal jurisdiction. The Directorate has used a census survey methodology to collect this information from large firms and organizations. No information, other than descriptive data such as the name of the organization, number of workers, Standard Industrial Classification code and settlement date, has been compiled for smaller bargaining units.

There are 1,233 bargaining units that meet the current survey criteria. But since their collective agreements tend to span more than one year, fewer than half will negotiate and settle a new contract in any given year. Previously, it was not uncommon to record 550 to 600 collective agreement renewals in a typical year. Over the last decade, however, the number of settlements has declined to an average of 442 annually, and has actually dropped below 400 in the last four years. While there are many explanations for this decrease, two are particularly significant. First, economic restructuring has resulted in some bargaining units falling below 500 workers (and therefore out of the survey) and others merging into even larger bargaining units. Second, the average duration of collective agreements has increased, reducing the frequency at which bargaining parties need to negotiate a new contract.

While the reduction in the annual volume of reported settlements is important, it is only one side of the coin. Over the last decade, the proportion of small and medium-sized organizations in the total economy has increased. As a result of this shift, the information tracked by the Directorate is becoming progressively less representative of the overall unionized sector, and even less representative of the economy as a whole. In particular, some industrial sectors are over-represented in our survey (relative to their economic importance), as are some provinces. In fact, our current information is heavily weighted towards the public sector and central Canada. The growing small business sector is largely shut out, as are some of the smaller provinces.

At the same time, **clients and stakeholders have increasingly been requesting information on wage and non-wage provisions pertaining to smaller bargaining units within smaller firms and organizations**. However, given resource limitations, it is not viable to obtain information for smaller bargaining units **in addition to** larger units. An alternative approach is needed.

The solution is to move from the census survey methodology we have been using to a stratified random sample survey methodology. This would enable the Directorate to survey a much wider universe of bargaining units with essentially the same resources, and also allow us to provide information that is more representative in terms of both the industrial and regional composition of the Canadian economy. We therefore propose to drop some of the larger bargaining units we now survey, and to replace them with smaller bargaining units.

Stratified Random Sample Survey

Implementing a stratified random sample requires a methodology that is statistically sound and that meets certain objectives. These objectives are to:

- Provide information that is far more representative, specifically on trends pertaining to bargaining units of fewer than 500 workers. The lower cut-off point has been set at bargaining units of 100 or more workers.
- Increase the representation of the private sector relative to the public sector within the survey mix.
- Increase the representation of smaller jurisdictions relative to central Canada within the survey mix.
- Allow users of the information some means (although not perfect) of comparing the new data series with the old.
- Maintain, as much as possible, the volume of total bargaining units tracked.
- Maintain full coverage of bargaining units of 200 or more workers under federal jurisdiction.

Because the Directorate reports negotiated wage settlement statistics on a monthly basis, using a random sample methodology raised a problem: how do you predict which bargaining units will settle in any given month? The bargaining process is unpredictable. In some cases, negotiators settle a new collective agreement quickly, while in other cases (particularly in the public sector), it can take more than a year. How could you randomly select month by month the bargaining units to report on when you do not know when they will settle?

This conceptual problem persuaded the Directorate to consult a professional methodologist from Statistics Canada for help in determining how best to meet our objectives.[1]

Methodology

The proposed methodology for conducting a random stratified sample of bargaining units of 100 or more workers, for the reporting of collective bargaining outcomes, is the following:

1. The initial sample is to be selected from the universe, or total population, of bargaining units of 100 or more workers at a given point in time (to be reviewed periodically). There is no need to know when these bargaining units will settle their next agreement. The sampling procedure is not related to the month in which settlement may be reached.

2. The universe, or total population, of bargaining units of 100 or more workers will be split into various subsets, or stratas, each of which can have its respective sampling ratio. The stratas are a combination of the following attributes:

Size:
- Bargaining units of 2,000 or more workers
- Bargaining units of 500 to 1,999 workers
- Bargaining units of 100 to 499 workers

Sector:
- Public
- Private

Jurisdiction:
- Atlantic
- Quebec
- Ontario
- Prairies
- British Columbia
- More Than One Province
- Federal

Determination of the Sratified Sample

Given the basic methodology, a number of sampling scenarios were evaluated. These differed only in the sampling ratios for each strata. The scenario that best suits the Directorate's needs and objectives is shown in Tables 1, 2 and 3. The current survey methodology is also presented for comparison purposes.

The proposed new survey methodology calls for sampling all bargaining units of 2000 or more workers under provincial jurisdiction, as well as all bargaining units of 200 or more workers under federal jurisdiction, irrespective of industrial sector. For bargaining units of 500 to 1,999 workers, one out of every three (1/3)

[1] Special thanks to Hew Gough, Senior Consultant with the Social Survey Methods Division of Statistics Canada, for his invaluable help on this project.

would be selected in the public sector, and one out of every two (1/2) in the private sector. The sampling ratio for bargaining units of 100 to 499 workers would be one out of every ten (1/10) in the public sector, and in the private sector would vary from a low of one out of every eight (1/8) in larger jurisdictions to a high of one out of every two (1/2) in smaller jurisdictions. The total sample would consist of 1,268 bargaining units, compared with 1,233 under the current survey.

While the total sample under the proposed survey is only marginally larger than the total under the current survey, the distribution of those bargaining units is quite different. The most important difference is the distribution of bargaining units according to size, as shown in Chart A. In the proposed survey, small bargaining units represent the largest group (at 46.3 per cent), whereas in the current survey they represent the smallest group and are limited to Federal jurisdiction bargaining units of 200 to 499 workers. In the proposed survey, medium-sized bargaining units (500 to 1,999 workers) comprise 31.5 per cent, compared with 69.1 per cent in the current sample. Finally, large bargaining units (2,000 or more workers) represent 22.2 per cent of bargaining units in the proposed sample, only marginally lower than the 22.9 per cent they represent in the current survey.

The distribution according to public and private sector is also quite different. Currently, 55.2 per cent of bargaining units surveyed are in the public sector and 44.8 per cent are in the private sector (see Chart B). In the proposed survey, the private sector accounts for 60.3 per cent of bargaining units and the public sector accounts for 39.7 per cent. It should be noted that the public/private distribution in the proposed survey better reflects the distribution in the overall bargaining unit population, or frame.

Finally, as shown in Chart C, the proposed survey would increase the representation of smaller jurisdictions in the sample, albeit marginally. What Chart C does not show, however, is that under the current survey, two thirds or more of the smaller jurisdiction bargaining units are concentrated in the public sector. Under the proposed survey, the private sector would be significantly more important, accounting for 56 to 64 per cent of bargaining units in smaller jurisdictions.

Implementation of the Stratified Sample

The Directorate intends to publish information using the new stratified sample approach beginning with the January 2001 settlement month. However, we also plan to use the new approach to collect information going back to January 2000 so that we will have an overlap between the new and old data series for comparison purposes.

A considerable amount of legwork remains to be done. All survey information is provided voluntarily by the bargaining parties, usually by telephone. We therefore have to establish one or more contacts with the 488 bargaining units of 100 to 499 workers that are being added to the sample. For the new methodology to work, we must be able to count on getting as good a response from smaller organizations as we currently get from larger organizations, even though smaller organizations may not have as many resources to respond to a survey.

The Directorate invites readers to comment on the proposed stratified sample methodology.

The approach has been designed to better serve the general public, as well as to meet our clients' needs for information pertaining to smaller bargaining units.

Updates will be published in future issues of the Workplace Gazette.

To comment or obtain more information on the ***Stratified Sample Methodology,*** *please contact:*

Jean-Charles Roy: 1-800-567-6866 ***or*** *(819) 997-4994*

jeancharles.roy@hrdc-drhc.gc.ca

Chart A

Distribution of Bargaining Units by Size

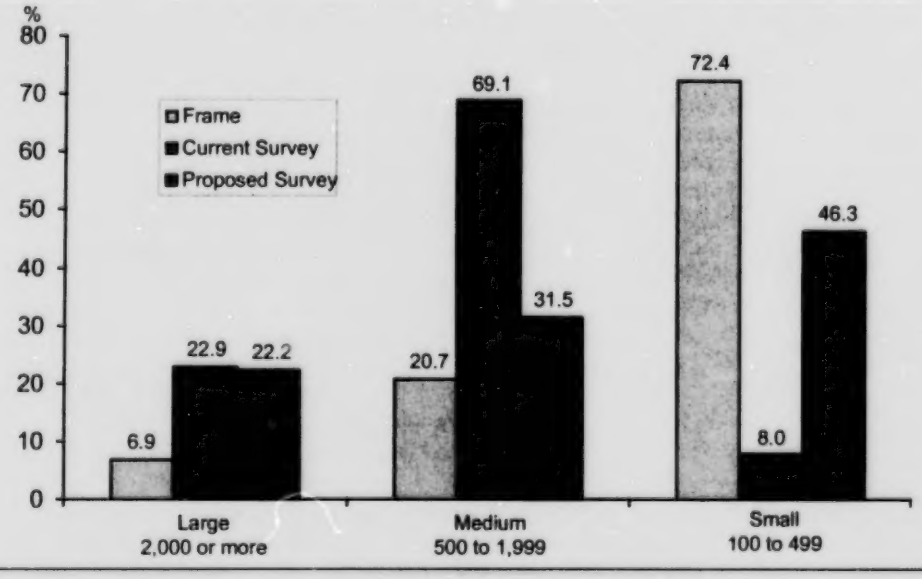


Chart B

Distribution of Bargaining Units by Sector

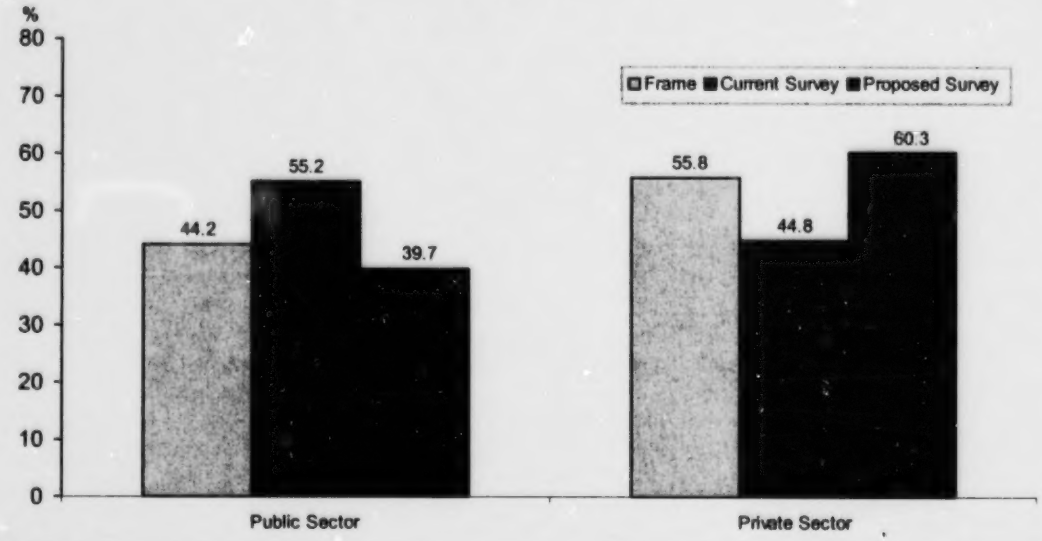


Chart C

Distribution of Bargaining Units by Jurisdiction

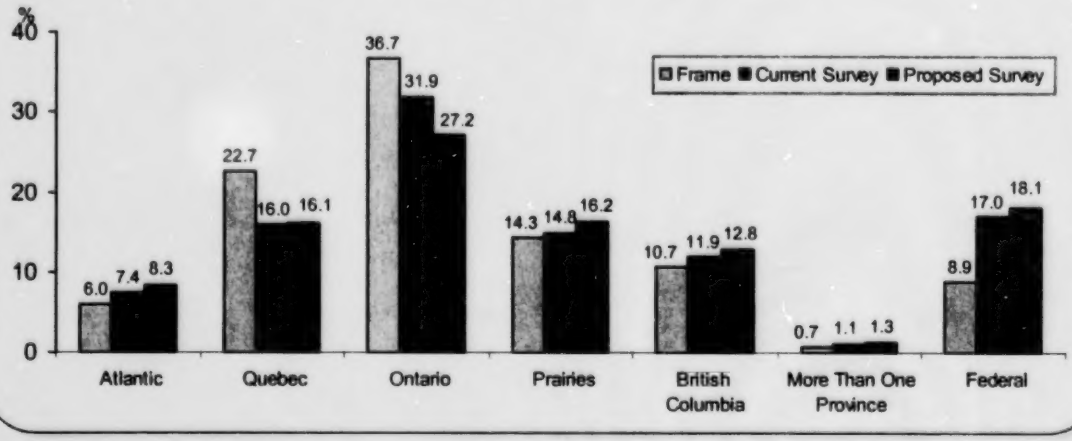


Table 1

Profile of Bargaining Units Frame and Sample, Public Sector

		Frame	Current Sample		Proposed Sample	
Size	Jurisdiction	Bargaining Units	Sampling Ratio	Bargaining Units	Sampling Ratio	Bargaining Units
Large	Atlantic	18	1/1	18	1/1	18
2,000 or more	Quebec	38	1/1	38	1/1	38
	Ontario	52	1/1	52	1/1	52
	Prairies	35	1/1	35	1/1	35
	British Columbia	18	1/1	18	1/1	18
	More Than One Province	-	-	-	-	-
	Federal	19	1/1	19	1/1	19
	Total	**180**		**180**		**180**
Medium	Atlantic	41	1/1	41	1/3	14
500 to 1,999	Quebec	67	1/1	67	1/3	22
	Ontario	164	1/1	164	1/3	56
	Prairies	95	1/1	95	1/3	32
	British Columbia	74	1/1	74	1/3	25
	More Than One Province	-	-	-	-	-
	Federal	30	1/1	30	1/1	30
	Total	**471**		**471**		**179**
Small	Atlantic	60	-	-	1/10	6
100 to 499	Quebec	147	-	-	1/10	15
	Ontario	492	-	-	1/10	49
	Prairies	240	-	-	1/10	24
	British Columbia	158	-	-	1/10	16
	More Than One Province	1	-	-	1/10	0
	Federal	70	-	-	-	34
	200 to 499	30	1/1	30	1/1	30
	100 to 199	40	-	-	1/10	4
	Total	**1,168**		**30**		**144**
Total	Atlantic	119	-	59	-	38
	Quebec	252	-	105	-	75
	Ontario	708	-	216	-	157
	Prairies	370	-	130	-	91
	British Columbia	250	-	92	-	59
	One Than One Province	1	-	0	-	0
	Federal	119	-	79	-	83
	Total	**1,819**		**681**		**503**

Table 2

Profile of Bargaining Units Frame and Sample, Private Sector

		Frame	Current Sample		Proposed Sample	
Size	Jurisdiction	Bargaining Units	Sampling Ratio	Bargaining Units	Sampling Ratio	Bargaining Units
Large	Atlantic	1	1/1	1	1/1	1
2,000 or more	Quebec	17	1/1	17	1/1	17
	Ontario	35	1/1	35	1/1	35
	Prairies	8	1/1	8	1/1	8
	British Columbia	11	1/1	11	1/1	11
	More Than One Province	5	1/1	5	1/1	5
	Federal	25	1/1	25	1/1	25
	Total	**102**		**102**		**102**
Medium	Atlantic	31	1/1	31	1/2	17
500 to 1,999	Quebec	75	1/1	75	1/2	38
	Ontario	142	1/1	142	1/2	75
	Prairies	44	1/1	44	1/2	24
	British Columbia	44	1/1	44	1/2	24
	More Than One Province	8	1/1	8	1/2	5
	Federal	37	1/1	37	1/1	37
	Total	**381**		**381**		**220**
Small	Atlantic	97	-	-	1/2	49
100 to 499	Quebec	590	-	-	1/8	74
	Ontario	626	-	-	1/8	78
	Prairies	166	-	-	1/2	83
	British Columbia	135	-	-	1/2	68
	More Than One Province	14	-	-	1/2	7
	Federal	185	-	-		84
	200 to 499	69	1/1	69	1/1	69
	100 to 199	116	-	-	1/8	15
	Total	**1,813**		**69**		**443**
Total	Atlantic	129	-	32	-	67
	Quebec	682	-	92	-	129
	Ontario	803	-	177	-	188
	Prairies	218	-	52	-	115
	British Columbia	190	-	55	-	103
	More Than One Province	27	-	13	-	17
	Federal	247	-	131	-	146
	Total	**2,296**		**552**		**765**

Table 3

Profile of Bargaining Units Frame and Sample, All Sectors

Size	Jurisdiction	Frame Bargaining Units	Current Sample Bargaining Units	Proposed Sample Bargaining Units
Large	Atlantic	19	19	19
2,000 or more	Quebec	55	55	55
	Ontario	87	87	87
	Prairies	43	43	43
	British Columbia	29	29	29
	More Than One Province	19	19	19
	Federal	5	5	5
	Total	**282**	**282**	**282**
Medium	Atlantic	72	72	31
500 to 1,999	Quebec	142	142	60
	Ontario	306	306	131
	Prairies	139	139	56
	British Columbia	118	118	49
	More Than One Province	8	8	5
	Federal	67	67	67
	Total	**852**	**852**	**399**
Small	Atlantic	157	0	55
100 to 499	Quebec	737	0	89
	Ontario	1,118	0	127
	Prairies	406	0	107
	British Columbia	293	0	84
	More Than One province	15	0	7
	Federal	255	99	118
	Total	**2,981**	**99**	**587**
Total	Atlantic	248	91	105
	Quebec	934	197	204
	Ontario	1,511	393	345
	Prairies	588	182	206
	British Columbia	440	147	162
	More Than One Province	28	13	17
	Federal	366	210	229
	Total	**4,115**	**1,233**	**1,268**

MAJOR SETTLEMENTS REACHED IN THE FIRST QUARTER 2000

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Manufacturing (17 agreements)	**19,710**	**2.4**	**2.3**	**29.7**	
Alcan Smelters and Chemicals Ltd., hourly-rated employees, Jonquière, Que.	2,450	2.5	2.5	12.0	2000-12-31
Alcan Smelters and Chemicals Ltd., hourly-rated employees, Shawinigan, Que.	500	2.5	2.5	12.0	2000-12-31
Algoma Steel Inc., administrative services employees, Sault Ste. Marie, Ont.	700	1.1*	0.6	30.0	2002-07-31
Algoma Steel Inc., production employees, Sault Ste. Marie, Ont.	3,520	1.4*	0.8	30.0	2002-07-31
Bertrand Faure Components Ltd., production employees, Mississauga, Ont.	500	3.0	3.0	36.0	2003-05-17
Boeing Canada Technology Ltd., production employees, Amprior, Ont.	500	4.8*	5.4	36.0	2003-03-06
Budd Canada Inc., plant and maintenance employees, Kitchener, Ont.	1,600	3.1*	2.6	36.0	2003-03-31
DuPont Canada Inc., plant and maintenance employees, Kingston, Ont.	1,100	2.7	2.8	24.0	2002-01-27
Fishery Products International Limited, plant and maintenance employees, Bonavista, Nfld.	3,000	2.4	2.9	24.0	2001-12-31
Hershey Canada Inc., plant and maintenance employees, Smiths Falls, Ont.	500	2.9	2.8	48.0	2004-01-31
Island Fishermen's Co-operative Association Ltd., plant and maintenance employees, Lameque, N.B.	530	2.3	3.0	36.0	2003-02-28
Kaufman Footwear (Division of William H. Kaufman Inc.), plant and maintenance employees, Waterloo, Ont.	530	1.9	0.0	48.0	2004-01-10
New Flyer Industries Limited, production employees, Transcona, Man.	1,130	3.0*	3.0	36.0	2002-09-30
Northern Sawmills Inc., plant and maintenance employees, Thunder Bay, Ont.	550	2.4	2.5	51.0	2003-08-31
Ontario Store Fixtures, Wood Division, plant and maintenance employees, Toronto, Ont.	650	3.2	3.4	36.0	2002-12-07
Sidbec-Dosco (ISPAT) inc., production employees, Contrecoeur, Que.	1,400	2.9*	3.0	36.0	2003-01-31
Walker Exhausts (Division of Tenneco Canada Inc.), plant and maintenance employees, Cambridge, Ont.	550	2.8	2.9	36.0	2003-02-06
Construction (5 agreements)	**7,300**	**3.9**	**3.7**	**21.5**	
Construction Management Bureau Limited, construction trades - all, Cape Breton Island, N.S.	500	1.1	0.9	36.0	2002-06-30
Construction Management Bureau Limited, construction trades - all, Cape Breton Island, N.S.	600	2.1	2.4	36.0	2002-06-30
Moncton-NorthEast Construction Association Inc., labourers, Albert County, N.B.	600	0.4	0.0	48.0	2002-06-29
Moncton-NorthEast Construction Association Inc., labourers, Albert County, N.B.	600	2.0	0.0	48.0	2002-06-29
Ontario Sheet Metal and Air Handling Group, sheet metal workers, province-wide, Ont.	5,000	5.0	5.0	12.0	2001-04-30

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Transportation, Communication and Other Utilities (12 agreements)	**77,190**	**2.5**	**2.7**	**30.3**	
BC Rail Ltd., maintenance of way employees, province-wide, B.C.	550	0.7	0.0	36.0	2000-12-31
Canada Post Corporation, mail carriers, Canada-wide	45,000	2.2*	2.5	30.0	2003-01-31
Canadian Broadcasting Corporation, technical employees, province-wide, Que.	1,010	1.9	3.7	47.0	2003-03-31
Gouvernement du Québec, comité de coordination patronal, ambulance technicians, province-wide, Que.	3,500	3.6	7.5	48.0	2002-06-30
Government of Ontario, ambulance technicians, province-wide, Ont.	1,100	1.2	1.0	24.0	2001-03-31
Montréal Urban Community Transit Commission, bus drivers, Montréal, Que.	3,550	2.7	2.0	36.0	2003-01-11
Montréal Urban Community Transit Commission office and clerical employees, Montréal, Que.	640	2.7	2.0	36.0	2003-01-11
NAV CANADA, radio operators, Canada-wide	840	4.4	4.0	36.0	2001-04-30
Ontario Hydro Services Company Inc., technical, office and clerical employees, province-wide, Ont.	4,000	3.0	3.0	12.0	2001-03-31
Ontario Power Generation Inc., technical, office and clerical employees, province-wide, Ont.	6,600	3.0	3.0	24.0	2002-03-31
Ontario Power Generation Inc., technical, office and clerical employees, province-wide, Ont.	2,600	3.0	3.0	24.0	2002-03-31
Toronto Transit Commission, bus drivers, Toronto, Ont.	7,800	2.6	2.0	36.0	2002-03-31
Trade (2 agreements)	**9,190**	**2.0**	**0.0**	**45.2**	
Corporation des concessionnaires d'automobiles du Saguenay-Lac St-Jean, service and maintenance employees, Saguenay-Lac St-Jean Region, Que.	690	2.5	0.0	60.0	2002-12-31
Great Atlantic and Pacific Company of Canada Limited, retail employees, province-wide, Ont.	8,500	2.0	0.0	44.0	2003-09-20
Community, Business and Personal Services (87 agreements)	**32,120**	**2.3**	**1.6**	**43.4**	
Board of School Trustees of School District No. 36, office and clerical employees, Surrey, B.C.	2,470	0.3	-0.0	36.0	2001-12-31
Calgary Laboratory Services (CLS), health service non-professionals, Calgary, Alta.	950	4.8	6.1	24.0	2001-12-31
Comité patronal de négociation des collèges, college professors, province-wide, Que. (3 agreements)	12,090	2.2	1.5	48.0	2002-06-30
Comité patronal de négociation des collèges, support employees, province-wide, Que.	3,100	2.2	1.5	48.0	2002-06-30
Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que. (2 agreements)	11,670	2.2	1.5	48.0	2002-06-30
Comité patronal de négociation secteur santé et services sociaux, health and social care professionals, province-wide, Que.	990	2.3	1.5	48.0	2002-06-30
Comité patronal de négociation secteur santé et services sociaux, health service non-professionals, province-wide, Que. (2 agreements)	1,870	2.2	1.5	48.0	2002-06-30
Comité patronal de négociation secteur santé et services sociaux, non-medical employees, province-wide, Que. (2 agreements)	3,940	2.2	1.5	48.0	2002-06-30

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Community, Business and Personal Services (continued)					
Comité patronal de négociation secteur santé et services sociaux, nurses, province-wide, Que.	22,690	2.3	1.5	48.0	2002-06-30
Comité patronal de négociation secteur santé et services sociaux, nurses and nursing assistants, province-wide, Que. (6 agreements)	9,260	2.2 - 2.3	1.5	48.0	2002-06-30
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que. (17 agreements)	42,220	2.2	1.5	48.0	2002-06-30
Comité patronal de négociation secteur santé et services sociaux, service and maintenance employees, province-wide, Que.	1,020	2.2	1.5	48.0	2002-07-01
Comité patronal de négociation secteur santé et services sociaux, office and clerical employees, province-wide, Que.	900	2.2	1.5	48.0	2002-07-01
Dufferin-Peel Catholic District School Board, elementary teachers, Mississauga, Ont.	2,780	2.0	2.0	12.0	2001-08-31
Dufferin-Peel Catholic District School Board, occasional teachers, Mississauga, Ont.	560	2.0	2.0	12.0	2000-12-31
Dufferin-Peel Catholic District School Board, plant and maintenance employees, Mississauga, Ont.	580	2.0	2.0	24.0	2001-09-30
Dufferin Peel Catholic District School Board, secondary teachers, Mississauga, Ont.	1,630	2.0	2.0	12.0	2001-08-31
EMC Emergency Medical Care Incorporated, para-medical professional employees, province-wide, N.S.	600	9.0	0.0	36.0	2002-03-31
Employers Health and Social Services Bargaining Committee, office and clerical employees, province-wide, Que.	28,250	2.2	1.5	48.0	2002-06-30
Extendicare (Canada) Inc., health service non-professionals, Regina, Sask.	580	2.0	2.0	39.0	2001-03-31
Government of Alberta, health service non-professionals, province-wide, Alta.	1,110	4.0	4.0	24.0	2001-08-31
Government of British Columbia, nurses, province-wide, B.C.	980	0.7	-0.0	36.0	2001-12-31
Government of Nova Scotia, elementary and secondary teachers, province-wide, N.S.	10,000	1.8	2.1	26.0	2001-12-31
Government of Nunavut, elementary and secondary teachers, Iqaluit, Nunavut	600	3.2	3.5	34.0	2002-06-30
Governors of the University of Calgary, instructors/tutors/lecturers, Calgary, Alta.	1,720	2.0	4.0	24.0	2001-06-30
Hamilton-Wentworth Catholic District School Board, elementary teachers, Hamilton, Ont.	1,000	0.5	0.0	24.0	2002-08-31
London Health Sciences Centre, health service non-professionals, London, Ont.	700	0.9	-0.0	54.0	2001-10-10
Management Negotiating Committee for English-language School Boards, elementary and secondary teachers and support employees, province-wide, Que. (2 agreements)	9,190	2.2	1.5	48.0	2002-06-30
Management Negotiating Committee for French-language School Boards, elementary and secondary teachers, province-wide, Que.	61,230	2.2	1.5	48.0	2002-06-30
Management Negotiating Committee for French-language School Boards, support employees, scientific and other professionals, province-wide, Que. (6 agreements)	25,320	2.2	1.5	48.0	2002-06-30

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Community, Business and Personal Services (continued)					
McMaster University, teaching assistants, Hamilton, Ont.	1,400	2.2	3.3	36.0	2002-08-31
National Research Council of Canada, scientific and other professionals, Canada-wide	1,100	2.0	2.0	12.0	2000-07-19
Northern Alberta Institute of Technology, administrative services employees, Edmonton, Alta.	510	3.3	3.4	24.0	2001-07-21
Northern Alberta Institute of Technology, instructors/tutors/lecturers, Edmonton, Alta.	730	3.3	3.4	24.0	2001-06-30
Ontario Hospital Association, laboratory technicians, province-wide, Ont.	5,000	2.2	2.0	36.0	2002-03-31
Ontario Hospital Association, nurses, province-wide, Ont.	38,000	2.2	2.0	36.0	2001-03-31
Ottawa-Carleton District School Board, occasional teachers, Nepean, Ont.	900	9.1	-0.0	24.0	2000-08-31
Ottawa-Carleton Catholic District School Board, office and clerical employees, Nepean, Ont.	540	4.9	-0.0	36.0	2001-08-31
Ottawa-Carleton District School Board, office and clerical employees, Nepean, Ont.	990	0.0	0.0	24.0	2001-08-31
River East School Division No. 9, elementary and secondary teachers, East Kildonan, Man.	860	2.1	2.5	30.0	2000-06-30
Seven Oaks School Division No.10, elementary and secondary teachers, Seven Oaks, Man.	640	2.0	2.0	24.0	2000-06-30
Simon Fraser University, office and clerical employees, Burnaby, B.C.	730	0.7	0.0	36.0	2002-03-31
Toronto Public Library Board, librarians, Toronto, Ont.	2,500	2.5	2.0	36.0	2001-12-31
Université de Montréal, office and clerical employees, Montréal, Que.	2,200	2.2	1.5	48.0	2002-11-30
University of British Columbia, office and clerical employees, Vancouver, B.C.	1,430	0.7	0.0	36.0	2002-03-31
University of British Columbia, service and maintenance employees, Vancouver, B.C.	1,850	0.7	0.0	36.0	2002-03-31
University of British Columbia, teaching assistants, Vancouver, B.C.	1,600	0.7	-0.0	36.0	2002-08-31
University of Guelph, office and clerical employees, Guelph, Ont.	820	2.5	2.4	36.0	2002-04-30
University of Guelph, teaching assistants, Guelph, Ont.	860	3.0	4.1	36.0	2002-08-31
University of Sherbrooke, support employees, Sherbrooke, Que.	710	2.0	1.5	55.0	2002-12-31
University of Toronto, administrative services employees, Toronto, Ont.	2,400	1.7	2.5	36.0	2002-06-30
University of Toronto, casual employees, Toronto, Ont.	2,200	1.7	2.5	36.0	2002-06-30
University of Toronto, instructors/tutors/lecturers, Toronto, Ont.	3,000	2.4	2.8	24.0	2001-08-31
University of Toronto, service and maintenance employees, Toronto, Ont.	550	2.7	3.3	36.0	2002-06-30
University of Victoria, office and clerical employees, Victoria, B.C.	600	0.6	0.0	36.0	2002-03-31
Public Administration (19 agreements)	**86,670**	**2.5**	**2.1**	**34.8**	
Government of Alberta, administrative services employees, province-wide, Alta.	7,930	4.0	4.0	24.0	2001-08-31
Government of Alberta, administrative services employees, province-wide, Alta.	2,110	4.0	4.0	24.0	2001-08-31
Government of Alberta, correctional officers, province-wide, Alta.	1,390	4.0	4.0	24.0	2001-08-31
Government of Alberta, general tradesmen, province-wide, Alta.	520	4.0	4.0	24.0	2001-08-31
Government of Alberta, natural resource conservation, province-wide, Alta.	670	4.0	4.0	24.0	2001-08-31
Government of Alberta, social workers, province-wide, Alta.	1,870	4.0	4.0	24.0	2001-08-31

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Public Administration					
Government of Alberta, technical employees, province-wide, Alta.	1,450	4.0	4.0	24.0	2001-08-31
Government of Canada, nurses, Canada-wide	1,800	2.0	2.0	12.0	2000-09-30
Government of Canada, scientific and other professionals, Canada-wide	9,660	2.0	2.0	12.0	2000-06-21
Government of Canada, social science employees, Canada-wide	5,500	2.0	2.0	3.0	2000-06-21
Government of Canada, translators, Canada-wide	790	2.0	2.0	12.0	2000-04-18
Government of New Brunswick, health service non-professionals, province-wide, N.B.	630	1.5	1.5	36.0	2002-12-15
Government of Quebec, hourly-rated employees, province-wide, Que.	3,110	2.2	1.5	48.0	2002-06-30
Government of Quebec, jurists, province-wide, Que.	660	2.0	1.0	66.0	2002-06-30
Government of Quebec, salaried employees, province-wide, Que.	31,930	2.2	1.5	48.0	2002-06-30
Government of Quebec, scientific and other professionals, province-wide, Que.	11,420	2.3	1.5	48.0	2002-06-30
Government of the Yukon Territory, all categories, Whitehorse, Y.T.	2,410	2.5	2.2	36.0	2002-12-31
Ontario Housing Corporation and all Housing Authorities, administrative services employees, province-wide, Ont.	820	1.4	1.5	36.0	2002-12-31
Société québécoise de développement de la main-d'oeuvre, office and clerical employees, province-wide, Que.	970	2.2	1.5	48.0	2002-06-30
Agreements with COLA (7 agreements)	**53,850**	**2.2**	**2.4**	**30.5**	
Agreements without COLA (135 agreements)	**477,300**	**2.3**	**1.8**	**40.4**	
All agreements (142 agreements)	**531,150**	**2.3**	**1.9**	**39.4**	

Source: Workplace Information Directorate

The Collective Bargaining Bulletin, a monthly publication, contains a listing of formal and up-to-date summaries of the major settlements shown above.

Copies of these settlement summaries are available by calling the Workplace Information Directorate at 1-800-567-6866 or Client Services at (819) 997-3117.

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* Cost-of-Living Allowance (COLA) formulae are quantified using a combination of the latest relevant Consumer Price Index (CPI) data available and/or a projected CPI increase of 2.0 per cent. Consult the Technical Notes for information on the calculation of the yield from COLA increases, and definitions of the industry and sector divisions used in this publication.

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Table A-1

Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered, by Year and Quarter

	1997	1998	1999	1999			2000
				2	3	4	1
All Industries							
Wage Adjustment (%)	1.5	1.7	2.2	2.4	2.3	2.9	2.3
Number of Agreements	381	399	367	125	75	61	143
Number of Employees (000's)	695.4	917.5	807.5	269.0	177.5	114.5	532.2
Private Sector							
Wage Adjustment (%)	1.8	1.8	2.6	2.5	2.3	3.7	2.8
Number of Agreements	160	180	153	54	41	29	28
Number of Employees (000's)	324.1	272.4	302.7	63.7	126.5	57.7	42.6
Public Sector							
Wage Adjustment (%)	1.1	1.6	1.9	2.4	2.4	2.1	2.3
Number of Agreements	221	219	214	71	34	32	115
Number of Employees (000's)	371.3	645.0	504.8	205.4	51.0	56.8	489.6
Federal Administration							
Wage Adjustment (%)	3.2	2.2	2.9	3.7	2.1	2.0	2.0
Number of Agreements	1	16	10	5	1	1	6
Number of Employees (000's)	8.7	124.2	53.2	28.7	0.5	9.0	19.9
Federal Crown Corporations							
Wage Adjustment (%)	1.4	2.2	2.2	2.4	1.6	-	2.2
Number of Agreements	8	7	6	5	1	-	2
Number of Employees (000's)	65.4	8.3	19.8	16.6	3.2	-	46.0
Provincial Administration							
Wage Adjustment (%)	1.1	1.7	1.6	1.4	1.6	1.5	2.6
Number of Agreements	26	30	21	2	2	2	16
Number of Employees (000's)	45.1	112.2	73.9	7.3	5.4	2.8	68.4
Local Administration							
Wage Adjustment (%)	1.2	1.5	2.2	1.8	2.3	2.3	2.6
Number of Agreements	34	32	33	6	9	9	3
Number of Employees (000's)	43.8	48.3	43.2	8.4	13.2	14.9	12.0
Education, Health and Welfare							
Wage Adjustment (%)	1.0	1.4	1.8	2.2	2.6	2.2	2.2
Number of Agreements	148	132	132	51	20	16	85
Number of Employees (000's)	203.9	350.0	289.3	142.8	27.7	15.2	330.1
Public Utilities							
Wage Adjustment (%)	1.6	1.4	2.1	2.4	2.7	1.8	3.0
Number of Agreements	4	2	12	2	1	4	3
Number of Employees (000's)	4.4	2.1	25.3	1.7	1.0	14.9	13.2

Table A-1

Effective Wage Adjustment in Base Rates, Number of Agreements and Employees Covered, by Year and Quarter

	1997	1998	1999	1999			2000
				2	3	4	1
All Industries							
Wage Adjustment (%)	1.5	1.7	2.2	2.4	2.3	2.9	2.3
Number of Agreements	381	399	367	125	75	61	143
Number of Employees (000's)	695.4	917.5	807.5	269.0	177.5	114.5	532.2
Private Sector							
Wage Adjustment (%)	1.8	1.8	2.6	2.5	2.3	3.7	2.8
Number of Agreements	160	180	153	54	41	29	28
Number of Employees (000's)	324.1	272.4	302.7	63.7	126.5	57.7	42.6
Public Sector							
Wage Adjustment (%)	1.1	1.6	1.9	2.4	2.4	2.1	2.3
Number of Agreements	221	219	214	71	34	32	115
Number of Employees (000's)	371.3	645.0	504.8	205.4	51.0	56.8	489.6
Federal Administration							
Wage Adjustment (%)	3.2	2.2	2.9	3.7	2.1	2.0	2.0
Number of Agreements	1	16	10	5	1	1	6
Number of Employees (000's)	8.7	124.2	53.2	28.7	0.5	9.0	19.9
Federal Crown Corporations							
Wage Adjustment (%)	1.4	2.2	2.2	2.4	1.6	-	2.2
Number of Agreements	8	7	6	5	1	-	2
Number of Employees (000's)	65.4	8.3	19.8	16.6	3.2	-	46.0
Provincial Administration							
Wage Adjustment (%)	1.1	1.7	1.6	1.4	1.6	1.5	2.6
Number of Agreements	26	30	21	2	2	2	16
Number of Employees (000's)	45.1	112.2	73.9	7.3	5.4	2.8	68.4
Local Administration							
Wage Adjustment (%)	1.2	1.5	2.2	1.8	2.3	2.3	2.6
Number of Agreements	34	32	33	6	9	9	3
Number of Employees (000's)	43.8	48.3	43.2	8.4	13.2	14.9	12.0
Education, Health and Welfare							
Wage Adjustment (%)	1.0	1.4	1.8	2.2	2.6	2.2	2.2
Number of Agreements	148	132	132	51	20	16	85
Number of Employees (000's)	203.9	350.0	289.3	142.8	27.7	15.2	330.1
Public Utilities							
Wage Adjustment (%)	1.6	1.4	2.1	2.4	2.7	1.8	3.0
Number of Agreements	4	2	12	2	1	4	3
Number of Employees (000's)	4.4	2.1	25.3	1.7	1.0	14.9	13.2

Table A-2

Effective Wage Adjustment in Base Rates, by Effective Period, First Quarter 2000

Sector/ Agreement Duration	Number of Agreements	Number of Employees	First 12 Months	Second 12 Months	Third 12 Months	Fourth 12 Months	Average Annual Adjustment	Average Agreement Duration
		(000's)	(%)	(%)	(%)	(%)	(%)	(Months)
All Industries								
17 Months or Less	13	36.8	2.6	-	-	-	2.6	10.7
18-29 Months	24	52.5	3.0	3.0	-	-	3.0	24.4
30-41 Months	42	141.0	2.1	2.4	1.7	-	2.2	33.9
42 Months or More	64	301.9	1.5	2.4	2.5	2.5	2.2	48.0
All Agreements	143	532.2	1.9	2.5	2.3	2.5	2.3	39.3
Private Sector								
17 Months or Less	3	8.0	4.1	-	-	-	4.1	12.0
18-29 Months	4	6.2	3.0	2.2	-	-	2.6	24.0
30-41 Months	13	13.0	2.3	2.5	2.5	-	2.5	34.1
42 Months or More	8	15.5	1.9	2.9	3.3	1.1	2.4	46.4
All Agreements	28	42.6	2.6	2.6	2.9	1.1	2.8	33.0
Public Sector								
17 Months or Less	10	28.9	2.1	-	-	-	2.1	10.3
18-29 Months	20	46.3	3.0	3.1	-	-	3.0	24.4
30-41 Months	29	128.0	2.1	2.3	1.6	-	2.1	33.9
42 Months or More	56	286.5	1.5	2.4	2.5	2.6	2.2	48.1
All Agreements	115	489.6	1.8	2.4	2.2	2.6	2.3	39.9
Federal Administration								
17 Months or Less	6	19.9	2.0	-	-	-	2.0	9.5
18-29 Months	-	-	-	-	-	-	-	-
30-41 Months	-	-	-	-	-	-	-	-
42 Months or More	-	-	-	-	-	-	-	-
All Agreements	6	19.9	2.0	-	-	-	2.0	9.5
Federal Crown Corporations								
17 Months or Less	-	-	-	-	-	-	-	-
18-29 Months	-	-	-	-	-	-	-	-
30-41 Months	1	45.0	2.5	3.0	0.0	-	2.2	30.0
42 Months or More	1	1.0	3.7	2.0	2.0	0.0	1.9	47.0
All Agreements	2	46.0	2.5	3.0	0.0	0.0	2.2	30.4
Provincial Administration								
17 Months or Less	-	-	-	-	-	-	-	-
18-29 Months	7	15.9	4.0	4.0	-	-	4.0	24.0
30-41 Months	4	4.4	1.7	1.7	2.3	-	1.9	36.0
42 Months or More	5	48.1	1.5	2.5	2.5	2.5	2.2	48.2
All Agreements	16	68.4	2.1	2.8	2.5	2.5	2.6	41.8
Local Administration								
17 Months or Less	-	-	-	-	-	-	-	-
18-29 Months	-	-	-	-	-	-	-	-
30-41 Months	3	12.0	2.0	2.8	3.0	-	2.6	36.0
42 Months or More	-	-	-	-	-	-	-	-
All Agreements	3	12.0	2.0	2.8	3.0	-	2.6	36.0
Education, Health and Welfare								
17 Months or Less	3	5.0	2.0	-	-	-	2.0	12.0
18-29 Months	11	21.2	2.2	2.5	-	-	2.3	24.9
30-41 Months	21	66.6	1.8	1.9	2.4	-	2.0	35.9
42 Months or More	50	237.4	1.5	2.4	2.5	2.6	2.2	48.0
All Agreements	85	330.1	1.6	2.3	2.5	2.6	2.2	43.6
Public Utilities								
17 Months or Less	1	4.0	3.0	-	-	-	3.0	12.0
18-29 Months	2	9.2	3.0	3.0	-	-	3.0	24.0
30-41 Months	-	-	-	-	-	-	-	-
42 Months or More	-	-	-	-	-	-	-	-
All Agreements	3	13.2	3.0	3.0	-	-	3.0	20.4

Table B-1

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by Year and Quarter

	1997	1998	1999	1999			2000
				2	3	4	1
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Industries							
Agreements without COLA	1.4	1.6	2.0	2.5	2.1	2.1	2.3
Agreements with COLA	1.8	2.6	3.3	2.1	3.9	4.2	2.2
All Agreements	1.5	1.7	2.2	2.4	2.3	2.9	2.3
Primary Industry							
Agreements without COLA	1.9	1.1	1.8	2.7	0.9	-	-
Agreements with COLA	1.8	-	2.4	2.5	2.3	2.2	-
All Agreements	1.8	1.1	2.1	2.6	1.6	2.2	-
Manufacturing							
Agreements without COLA	2.1	0.9	1.8	1.9	2.0	2.3	2.6
Agreements with COLA	2.7	2.8	4.0	2.8	4.1	4.5	2.3
All Agreements	2.3	1.4	3.3	2.3	3.3	4.3	2.4
Construction							
Agreements without COLA	1.6	2.4	2.0	5.3	1.4	-	3.9
Agreements with COLA	-	3.1	-	-	-	-	-
All Agreements	1.6	2.4	2.0	5.3	1.4	-	3.9
Transportation, Communication and Other Utilities							
Agreements without COLA	1.7	1.9	2.5	2.6	3.3	2.1	2.8
Agreements with COLA	1.5	1.9	2.2	2.0	3.6	2.3	2.2
All Agreements	1.6	1.9	2.4	2.3	3.3	2.1	2.5
Trade; Finance, Insurance and Real Estate							
Agreements without COLA	1.7	1.5	1.6	1.4	1.9	1.5	2.0
Agreements with COLA	1.6	2.6	0.6	0.6	-	-	-
All Agreements	1.7	1.5	1.3	1.0	1.9	1.5	2.0
Community, Business and Personal Services							
Agreements without COLA	1.0	1.4	1.8	2.2	2.5	2.3	2.2
Agreements with COLA	1.6	0.9	-	-	-	-	-
All Agreements	1.0	1.4	1.8	2.2	2.5	2.3	2.2
Public Administration							
Agreements without COLA	1.3	1.8	2.2	3.1	2.2	2.2	2.5
Agreements with COLA	-	-	2.3	2.3	-	-	-
All Agreements	1.3	1.8	2.2	3.1	2.2	2.2	2.5

Table B-1

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by Year and Quarter

	1997	1998	1999	1999			2000
				2	3	4	1
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Industries							
Agreements without COLA	1.4	1.6	2.0	2.5	2.1	2.1	2.3
Agreements with COLA	1.8	2.6	3.3	2.1	3.9	4.2	2.2
All Agreements	1.5	1.7	2.2	2.4	2.3	2.9	2.3
Primary Industry							
Agreements without COLA	1.9	1.1	1.8	2.7	0.9	-	-
Agreements with COLA	1.8	-	2.4	2.5	2.3	2.2	-
All Agreements	1.8	1.1	2.1	2.6	1.6	2.2	-
Manufacturing							
Agreements without COLA	2.1	0.9	1.8	1.9	2.0	2.3	2.6
Agreements with COLA	2.7	2.8	4.0	2.8	4.1	4.5	2.3
All Agreements	2.3	1.4	3.3	2.3	3.3	4.3	2.4
Construction							
Agreements without COLA	1.6	2.4	2.0	5.3	1.4	-	3.9
Agreements with COLA	-	3.1	-	-	-	-	-
All Agreements	1.6	2.4	2.0	5.3	1.4	-	3.9
Transportation, Communication and Other Utilities							
Agreements without COLA	1.7	1.9	2.5	2.6	3.3	2.1	2.8
Agreements with COLA	1.5	1.9	2.2	2.0	3.6	2.3	2.2
All Agreements	1.6	1.9	2.4	2.3	3.3	2.1	2.5
Trade; Finance, Insurance and Real Estate							
Agreements without COLA	1.7	1.5	1.6	1.4	1.9	1.5	2.0
Agreements with COLA	1.6	2.6	0.6	0.6	-	-	-
All Agreements	1.7	1.5	1.3	1.0	1.9	1.5	2.0
Community, Business and Personal Services							
Agreements without COLA	1.0	1.4	1.8	2.2	2.5	2.3	2.2
Agreements with COLA	1.6	0.9	-	-	-	-	-
All Agreements	1.0	1.4	1.8	2.2	2.5	2.3	2.2
Public Administration							
Agreements without COLA	1.3	1.8	2.2	3.1	2.2	2.2	2.5
Agreements with COLA	-	-	2.3	2.3	-	-	-
All Agreements	1.3	1.8	2.2	3.1	2.2	2.2	2.5

Table B-2

Number of Agreements and Employees Covered, by Major Industry Division, with and without COLA, by Year and Quarter

	1997		1998		1999	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Industries						
Agreements without COLA	345	583.4	362	883.8	322	701.4
Agreements with COLA	36	112.0	37	33.6	45	106.1
All Agreements	381	695.4	399	917.5	367	807.5
Primary Industry						
Agreements without COLA	3	2.3	2	1.8	4	2.9
Agreements with COLA	5	8.3	-	-	4	3.8
All Agreements	8	10.6	2	1.8	8	6.7
Manufacturing						
Agreements without COLA	42	50.2	48	61.3	45	33.3
Agreements with COLA	20	22.1	26	24.4	29	70.8
All Agreements	62	72.3	74	85.7	74	104.1
Construction						
Agreements without COLA	32	104.8	45	93.8	21	97.8
Agreements with COLA	-	-	3	2.2	-	-
All Agreements	32	104.8	48	96.0	21	97.8
Transportation, Communication and Other Utilities						
Agreements without COLA	27	67.6	40	79.9	44	102.2
Agreements with COLA	5	59.5	3	4.0	10	25.6
All Agreements	32	127.1	43	83.9	54	127.8
Trade; Finance, Insurance and Real Estate						
Agreements without COLA	29	56.2	17	25.5	11	12.3
Agreements with COLA	4	18.7	2	1.3	1	5.2
All Agreements	33	74.9	19	26.8	12	17.5
Community, Business and Personal Services						
Agreements without COLA	165	229.4	148	373.8	150	309.2
Agreements with COLA	2	3.4	3	1.7	-	-
All Agreements	167	232.9	151	375.5	150	309.2
Public Administration						
Agreements without COLA	47	72.9	62	247.8	47	143.8
Agreements with COLA	-	-	-	-	1	0.7
All Agreements	47	72.9	62	247.8	48	144.4

Table B-2 (continued)

Number of Agreements and Employees Covered, by Major Industry Division, with and without COLA, by Year and Quarter

	1999						2000	
	2		3		4		1	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Industries								
Agreements without COLA	110	232.4	65	156.2	46	70.9	136	478.3
Agreements with COLA	15	36.7	10	21.3	15	43.6	7	53.9
All Agreements	125	269.0	75	177.5	61	114.5	143	532.2
Primary Industry								
Agreements without COLA	2	1.5	2	1.4	-	-	-	-
Agreements with COLA	1	1.4	2	1.4	1	1.1	-	-
All Agreements	3	2.9	4	2.8	1	1.1	-	-
Manufacturing								
Agreements without COLA	20	13.3	10	10.0	5	3.1	11	10.9
Agreements with COLA	9	12.8	5	17.7	12	37.4	6	8.9
All Agreements	29	26.1	15	27.7	17	40.6	17	19.7
Construction								
Agreements without COLA	7	6.7	4	61.7	-	-	5	7.3
Agreements with COLA	-	-	-	-	-	-	-	-
All Agreements	7	6.7	4	61.7	-	-	5	7.3
Transportation, Communication and Other Utilities								
Agreements without COLA	11	18.6	10	28.1	12	25.1	11	32.2
Agreements with COLA	3	16.7	3	2.2	2	5.2	1	45.0
All Agreements	14	35.2	13	30.3	14	30.3	12	77.2
Trade; Finance, Insurance and Real Estate								
Agreements without COLA	5	6.1	2	1.9	2	2.8	2	9.2
Agreements with COLA	1	5.2	-	-	-	-	-	-
All Agreements	6	11.3	2	1.9	2	2.8	2	9.2
Community, Business and Personal Services								
Agreements without COLA	55	145.4	30	42.0	17	15.9	87	332.1
Agreements with COLA	-	-	-	-	-	-	-	-
All Agreements	55	145.4	30	42.0	17	15.9	87	332.1
Public Administration								
Agreements without COLA	10	40.9	7	11.1	10	23.9	20	86.7
Agreements with COLA	1	0.7	-	-	-	-	-	-
All Agreements	11	41.6	7	11.1	10	23.9	20	86.7

Table B-2 (continued)

Number of Agreements and Employees Covered, by Major Industry Division, with and without COLA, by Year and Quarter

	1999						2000	
	2		3		4		1	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Industries								
Agreements without COLA	110	232.4	65	156.2	46	70.9	136	478.3
Agreements with COLA	15	36.7	10	21.3	15	43.6	7	53.9
All Agreements	125	269.0	75	177.5	61	114.5	143	532.2
Primary Industry								
Agreements without COLA	2	1.5	2	1.4	-	-	-	-
Agreements with COLA	1	1.4	2	1.4	1	1.1	-	-
All Agreements	3	2.9	4	2.8	1	1.1	-	-
Manufacturing								
Agreements without COLA	20	13.3	10	10.0	5	3.1	11	10.9
Agreements with COLA	9	12.8	5	17.7	12	37.4	6	8.9
All Agreements	29	26.1	15	27.7	17	40.6	17	19.7
Construction								
Agreements without COLA	7	6.7	4	61.7	-	-	5	7.3
Agreements with COLA	-	-	-	-	-	-	-	-
All Agreements	7	6.7	4	61.7	-	-	5	7.3
Transportation, Communication and Other Utilities								
Agreements without COLA	11	18.6	10	28.1	12	25.1	11	32.2
Agreements with COLA	3	16.7	3	2.2	2	5.2	1	45.0
All Agreements	14	35.2	13	30.3	14	30.3	12	77.2
Trade; Finance, Insurance and Real Estate								
Agreements without COLA	5	6.1	2	1.9	2	2.8	2	9.2
Agreements with COLA	1	5.2	-	-	-	-	-	-
All Agreements	6	11.3	2	1.9	2	2.8	2	9.2
Community, Business and Personal Services								
Agreements without COLA	55	145.4	30	42.0	17	15.9	87	332.1
Agreements with COLA	-	-	-	-	-	-	-	-
All Agreements	55	145.4	30	42.0	17	15.9	87	332.1
Public Administration								
Agreements without COLA	10	40.9	7	11.1	10	23.9	20	86.7
Agreements with COLA	1	0.7	-	-	-	-	-	-
All Agreements	11	41.6	7	11.1	10	23.9	20	86.7

Table B-3

Effective Wage Adjustment in Base Rates, by Major Industry Division, by Duration of Agreement, with and without COLA, First Quarter 2000

	17 Months or Less			18-29 Months		
	Number of Agreements	Number of Employees (000's)	Average Annual Adjustment (%)	Number of Agreements	Number of Employees (000's)	Average Annual Adjustment (%)
All Industries						
Agreements without COLA	13	36.8	2.6	24	52.5	3.0
Agreements with COLA	-	-	-	-	-	-
All Agreements	13	36.8	2.6	24	52.5	3.0
Primary Industry						
Agreements without COLA	-	-	-	-	-	-
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	-	-	-
Manufacturing						
Agreements without COLA	2	3.0	2.5	2	4.1	2.5
Agreements with COLA	-	-	-	-	-	-
All Agreements	2	3.0	2.5	2	4.1	2.5
Construction						
Agreements without COLA	1	5.0	5.0	-	-	-
Agreements with COLA	-	-	-	-	-	-
All Agreements	1	5.0	5.0	-	-	-
Transportation, Communication and Other Utilities						
Agreements without COLA	1	4.0	3.0	3	10.3	2.8
Agreements with COLA	-	-	-	-	-	-
All Agreements	1	4.0	3.0	3	10.3	2.8
Trade; Finance, Insurance and Real Estate						
Agreements without COLA	-	-	-	-	-	-
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	-	-	-
Community, Business and Personal Services						
Agreements without COLA	4	6.1	2.0	12	22.1	2.4
Agreements with COLA	-	-	-	-	-	-
All Agreements	4	6.1	2.0	12	22.1	2.4
Public Administration						
Agreements without COLA	5	18.8	2.0	7	15.9	4.0
Agreements with COLA	-	-	-	-	-	-
All Agreements	5	18.8	2.0	7	15.9	4.0

Table B-3 (continued)

Effective Wage Adjustment in Base Rates, by Major Industry Division, by Duration of Agreement, with and without COLA, First Quarter 2000

	30-41 Months			42 Months or More		
	Number of Agreements	Number of Employees (000's)	Average Annual Adjustment (%)	Number of Agreements	Number of Employees (000's)	Average Annual Adjustment (%)
All Industries						
Agreements without COLA	35	87.1	2.1	64	301.9	2.2
Agreements with COLA	7	53.9	2.2	-	-	-
All Agreements	42	141.0	2.2	64	301.9	2.2
Primary Industry						
Agreements without COLA	-	-	-	-	-	-
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	-	-	-
Manufacturing						
Agreements without COLA	4	2.2	2.9	3	1.6	2.4
Agreements with COLA	6	8.9	2.3	-	-	-
All Agreements	10	11.1	2.4	3	1.6	2.4
Construction						
Agreements without COLA	2	1.1	1.6	2	1.2	1.2
Agreements with COLA	-	-	-	-	-	-
All Agreements	2	1.1	1.6	2	1.2	1.2
Transportation, Communication and Other Utilities						
Agreements without COLA	5	13.4	2.6	2	4.5	3.2
Agreements with COLA	1	45.0	2.2	-	-	-
All Agreements	6	58.4	2.3	2	4.5	3.2
Trade; Finance, Insurance and Real Estate						
Agreements without COLA	-	-	-	2	9.2	2.0
Agreements with COLA	-	-	-	-	-	-
All Agreements	-	-	-	2	9.2	2.0
Community, Business and Personal Services						
Agreements without COLA	21	66.6	2.0	50	237.4	2.2
Agreements with COLA	-	-	-	-	-	-
All Agreements	21	66.6	2.0	50	237.4	2.2
Public Administration						
Agreements without COLA	3	3.9	2.1	5	48.1	2.2
Agreements with COLA	-	-	-	-	-	-
All Agreements	3	3.9	2.1	5	48.1	2.2

Table B-4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, First Quarter 2000

	Number of Agreements	Number of Employees	Average Annual Adjustment	First 12 Months	Average Agreement Duration
		(000's)	(%)	(%)	(Months)
All Industries					
Agreements without COLA	136	478.3	2.3	1.8	40.3
Agreements with COLA	7	53.9	2.2	2.4	30.5
All Agreements	143	532.2	2.3	1.9	39.3
Primary Industry					
Agreements without COLA	-	-	-	-	-
Agreements with COLA	-	-	-	-	-
All Agreements	-	-	-	-	-
Manufacturing					
Agreements without COLA	11	10.9	2.6	2.6	26.8
Agreements with COLA	6	8.9	2.3	2.0	33.1
All Agreements	17	19.7	2.4	2.3	29.7
Construction					
Agreements without COLA	5	7.3	3.9	3.7	21.5
Agreements with COLA	-	-	-	-	-
All Agreements	5	7.3	3.9	3.7	21.5
Transportation, Communication and Other Utilities					
Agreements without COLA	11	32.2	2.8	3.1	30.8
Agreements with COLA	1	45.0	2.2	2.5	30.0
All Agreements	12	77.2	2.5	2.7	30.3
Trade; Finance, Insurance and Real Estate					
Agreements without COLA	2	9.2	2.0	0.0	45.2
Agreements with COLA	-	-	-	-	-
All Agreements	2	9.2	2.0	0.0	45.2
Community, Business and Personal Services					
Agreements without COLA	87	332.1	2.2	1.6	43.4
Agreements with COLA	-	-	-	-	-
All Agreements	87	332.1	2.2	1.6	43.4
Public Administration					
Agreements without COLA	20	86.7	2.5	2.1	34.8
Agreements with COLA	-	-	-	-	-
All Agreements	20	86.7	2.5	2.1	34.8

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Table C-1

Effective Wage Adjustment in Base Rates, by Region/Jurisdiction, by Year and Quarter

	1997	1998	1999	1999			2000
				2	3	4	1
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	1.5	1.7	2.2	2.4	2.3	2.9	2.3
Atlantic	1.1	2.1	2.0	1.7	2.4	2.6	2.1
Newfoundland	1.7	1.3	1.6	1.6	2.2	-	2.4
Prince Edward Island	-	2.1	2.7	2.3	-	3.0	-
Nova Scotia	2.0	2.9	2.1	2.0	1.5	1.8	2.2
New Brunswick	0.7	1.5	2.4	1.6	3.6	-	1.5
Quebec	1.3	1.0	1.6	1.5	1.5	2.1	2.3
Ontario	1.1	1.6	2.1	1.6	3.1	3.6	2.4
Prairies	2.0	2.4	3.1	3.1	2.9	2.7	3.6
Manitoba	1.1	1.4	2.5	2.8	2.1	2.3	2.5
Saskatchewan	0.9	1.8	2.2	1.7	3.5	1.8	2.0
Alberta	2.4	3.0	4.0	4.2	3.3	3.0	3.8
British Columbia	1.3	0.8	0.8	0.6	1.3	0.8	0.6
More than One Province	3.0	1.7	2.8	3.4	-	-	-
Federal	1.8	2.1	2.8	3.1	3.4	2.2	2.2
Public Sector							
CANADA	1.1	1.6	1.9	2.4	2.4	2.1	2.3
Atlantic	1.0	2.1	1.8	1.3	1.9	3.0	2.2
Newfoundland	2.1	1.3	1.3	1.3	-	-	-
Prince Edward Island	-	2.1	2.9	-	-	3.0	-
Nova Scotia	1.8	3.0	2.3	-	1.4	-	2.2
New Brunswick	0.8	1.5	3.2	-	3.2	-	1.5
Quebec	1.3	1.2	1.7	1.3	1.5	1.8	2.3
Ontario	0.6	1.3	1.5	1.4	2.1	2.2	2.4
Prairies	1.7	2.2	2.9	3.1	2.9	2.7	3.6
Manitoba	1.0	1.2	2.5	2.8	1.8	2.0	2.0
Saskatchewan	0.9	1.8	2.3	1.9	3.5	1.8	2.0
Alberta	2.2	2.6	3.7	4.1	3.3	3.1	3.8
British Columbia	0.6	0.7	0.6	0.5	0.7	0.8	0.6
More than One Province	-	-	-	-	-	-	-
Federal	1.6	2.2	2.7	3.2	1.9	2.0	2.2
Private Sector							
CANADA	1.8	1.8	2.6	2.5	2.3	3.7	2.8
Atlantic	1.2	1.8	2.2	2.0	2.9	1.8	2.0
Newfoundland	1.7	1.9	2.3	2.4	2.2	-	2.4
Prince Edward Island	-	-	2.3	2.3	-	-	-
Nova Scotia	2.1	1.8	1.9	2.0	1.8	1.8	1.6
New Brunswick	0.4	1.7	2.3	1.6	3.8	-	1.5
Quebec	1.3	0.9	1.5	1.7	1.5	3.8	3.0
Ontario	1.9	2.0	3.3	2.2	4.1	4.4	2.7
Prairies	2.5	3.2	3.8	3.3	3.2	2.5	3.8
Manitoba	1.8	1.6	2.8	2.6	3.2	2.4	3.0
Saskatchewan	1.2	1.1	0.9	0.9	-	-	-
Alberta	2.6	4.5	5.1	4.9	-	2.6	4.8
British Columbia	1.6	1.5	1.3	1.2	1.3	-	-
More than One Province	3.0	1.7	2.8	3.4	-	-	-
Federal	2.0	1.7	2.8	2.6	3.8	2.3	4.4

Table C-1

Effective Wage Adjustment in Base Rates, by Region/Jurisdiction, by Year and Quarter

	1997	1998	1999	1999			2000
				2	3	4	1
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	1.5	1.7	2.2	2.4	2.3	2.9	2.3
Atlantic	1.1	2.1	2.0	1.7	2.4	2.6	2.1
Newfoundland	1.7	1.3	1.6	1.6	2.2	-	2.4
Prince Edward Island	-	2.1	2.7	2.3	-	3.0	-
Nova Scotia	2.0	2.9	2.1	2.0	1.5	1.8	2.2
New Brunswick	0.7	1.5	2.4	1.6	3.6	-	1.5
Quebec	1.3	1.0	1.6	1.5	1.5	2.1	2.3
Ontario	1.1	1.6	2.1	1.6	3.1	3.6	2.4
Prairies	2.0	2.4	3.1	3.1	2.9	2.7	3.6
Manitoba	1.1	1.4	2.5	2.8	2.1	2.3	2.5
Saskatchewan	0.9	1.8	2.2	1.7	3.5	1.8	2.0
Alberta	2.4	3.0	4.0	4.2	3.3	3.0	3.8
British Columbia	1.3	0.8	0.8	0.6	1.3	0.8	0.6
More than One Province	3.0	1.7	2.8	3.4	-	-	-
Federal	1.8	2.1	2.8	3.1	3.4	2.2	2.2
Public Sector							
CANADA	1.1	1.6	1.9	2.4	2.4	2.1	2.3
Atlantic	1.0	2.1	1.8	1.3	1.9	3.0	2.2
Newfoundland	2.1	1.3	1.3	1.3	-	-	-
Prince Edward Island	-	2.1	2.9	-	-	3.0	-
Nova Scotia	1.8	3.0	2.3	-	1.4	-	2.2
New Brunswick	0.8	1.5	3.2	-	3.2	-	1.5
Quebec	1.3	1.2	1.7	1.3	1.5	1.8	2.3
Ontario	0.6	1.3	1.5	1.4	2.1	2.2	2.4
Prairies	1.7	2.2	2.9	3.1	2.9	2.7	3.6
Manitoba	1.0	1.2	2.5	2.8	1.8	2.0	2.0
Saskatchewan	0.9	1.8	2.3	1.9	3.5	1.8	2.0
Alberta	2.2	2.6	3.7	4.1	3.3	3.1	3.8
British Columbia	0.6	0.7	0.6	0.5	0.7	0.8	0.6
More than One Province	-	-	-	-	-	-	-
Federal	1.6	2.2	2.7	3.2	1.9	2.0	2.2
Private Sector							
CANADA	1.8	1.8	2.6	2.5	2.3	3.7	2.8
Atlantic	1.2	1.8	2.2	2.0	2.9	1.8	2.0
Newfoundland	1.7	1.9	2.3	2.4	2.2	-	2.4
Prince Edward Island	-	-	2.3	2.3	-	-	-
Nova Scotia	2.1	1.8	1.9	2.0	1.8	1.8	1.6
New Brunswick	0.4	1.7	2.3	1.6	3.8	-	1.5
Quebec	1.3	0.9	1.5	1.7	1.5	3.8	3.0
Ontario	1.9	2.0	3.3	2.2	4.1	4.4	2.7
Prairies	2.5	3.2	3.8	3.3	3.2	2.5	3.8
Manitoba	1.8	1.6	2.8	2.6	3.2	2.4	3.0
Saskatchewan	1.2	1.1	0.9	0.9	-	-	-
Alberta	2.6	4.5	5.1	4.9	-	2.6	4.8
British Columbia	1.6	1.5	1.3	1.2	1.3	-	-
More than One Province	3.0	1.7	2.8	3.4	-	-	-
Federal	2.0	1.7	2.8	2.6	3.8	2.3	4.4

Table C-2

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	1997		1998		1999	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors						
CANADA	381	695.4	399	917.5	367	807.5
Atlantic	18	20.9	42	93.4	22	20.0
Newfoundland	5	6.1	7	25.4	8	9.7
Prince Edward Island	-	-	3	3.9	3	2.2
Nova Scotia	2	1.8	18	39.0	6	3.9
New Brunswick	11	13.0	14	25.0	5	4.3
Quebec	39	92.3	53	82.3	39	113.7
Ontario	177	240.2	139	266.9	166	310.4
Prairies	80	146.0	83	134.0	69	145.5
Manitoba	21	27.9	20	22.3	18	38.7
Saskatchewan	7	16.9	12	32.3	15	45.0
Alberta	52	101.1	51	79.4	36	61.8
British Columbia	34	69.3	35	151.8	25	71.9
More than One Province	7	7.7	2	7.0	3	2.2
Federal	26	119.0	45	182.2	43	143.9
Public Sector						
CANADA	221	371.3	219	645.0	214	504.8
Atlantic	8	10.9	29	81.6	10	10.7
Newfoundland	2	1.2	6	22.9	4	6.6
Prince Edward Island	-	-	3	3.9	2	1.5
Nova Scotia	1	0.6	11	33.6	3	2.1
New Brunswick	5	9.0	9	21.1	1	0.6
Quebec	16	19.8	14	23.6	12	25.8
Ontario	113	139.3	76	166.7	110	208.0
Prairies	55	100.6	62	106.5	49	123.4
Manitoba	18	24.0	11	11.7	13	34.2
Saskatchewan	4	14.5	10	30.5	11	40.6
Alberta	33	62.1	41	64.3	25	48.7
British Columbia	18	25.4	15	133.7	13	57.6
More than One Province	-	-	-	-	-	-
Federal	11	75.4	23	133.1	20	79.3
Private Sector						
CANADA	160	324.1	180	272.4	153	302.7
Atlantic	10	10.1	13	11.8	12	9.3
Newfoundland	3	4.9	1	2.5	4	3.1
Prince Edward Island	-	-	-	-	1	0.7
Nova Scotia	1	1.2	7	5.4	3	1.8
New Brunswick	6	4.0	5	3.9	4	3.7
Quebec	23	72.6	39	58.7	27	87.9
Ontario	64	100.9	63	100.2	56	102.4
Prairies	25	45.4	21	27.5	20	22.1
Manitoba	3	4.0	9	10.5	5	4.6
Saskatchewan	3	2.4	2	1.8	4	4.4
Alberta	19	39.0	10	15.1	11	13.1
British Columbia	16	43.9	20	18.2	12	14.3
More than One Province	7	7.7	2	7.0	3	2.2
Federal	15	43.6	22	49.1	23	64.6

Table C-2 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	1999						2000	
	2		3		4		1	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	125	269.0	75	177.5	61	114.5	143	532.2
Atlantic	9	10.8	6	4.5	2	1.4	9	17.1
Newfoundland	4	7.1	1	0.6	-	-	1	3.0
Prince Edward Island	1	0.7	-	-	1	0.9	-	-
Nova Scotia	1	0.6	3	2.2	1	0.5	4	11.7
New Brunswick	3	2.5	2	1.8	-	-	4	2.4
Quebec	5	4.3	15	70.6	8	20.6	61	297.5
Ontario	56	95.5	24	36.9	28	56.2	38	113.5
Prairies	31	90.4	9	23.3	12	11.2	16	24.2
Manitoba	6	23.6	5	8.9	3	2.2	3	2.6
Saskatchewan	8	27.4	1	8.4	1	2.0	1	0.6
Alberta	17	39.5	3	6.0	8	7.0	12	21.0
British Columbia	7	7.8	10	13.1	2	2.2	8	10.2
More than One Province	2	1.3	-	-	-	-	-	-
Federal	15	58.8	11	29.1	9	22.9	11	69.7
Public Sector								
CANADA	71	205.4	34	51.0	32	56.8	115	489.6
Atlantic	2	5.2	3	2.0	1	0.9	3	11.2
Newfoundland	2	5.2	-	-	-	-	-	-
Prince Edward Island	-	-	-	-	1	0.9	-	-
Nova Scotia	-	-	2	1.5	-	-	2	10.6
New Brunswick	-	-	1	0.6	-	-	1	0.6
Quebec	1	2.0	3	2.8	5	17.1	56	288.9
Ontario	34	69.1	16	18.3	15	19.3	24	88.2
Prairies	19	78.1	7	21.0	8	8.3	14	22.1
Manitoba	5	22.9	3	6.6	1	0.7	2	1.5
Saskatchewan	4	23.0	1	8.4	1	2.0	1	0.6
Alberta	10	32.3	3	6.0	6	5.6	11	20.0
British Columbia	5	6.7	1	0.6	2	2.2	8	10.2
More than One Province	-	-	-	-	-	-	-	-
Federal	10	44.4	4	6.3	1	9.0	10	68.9
Private Sector								
CANADA	54	63.7	41	126.5	29	57.7	28	42.6
Atlantic	7	5.7	3	2.5	1	0.5	6	5.8
Newfoundland	2	1.9	1	0.6	-	-	1	3.0
Prince Edward Island	1	0.7	-	-	-	-	-	-
Nova Scotia	1	0.6	1	0.7	1	0.5	2	1.1
New Brunswick	3	2.5	1	1.2	-	-	3	1.7
Quebec	4	2.4	12	67.9	3	3.4	5	8.5
Ontario	22	26.4	8	18.6	13	36.9	14	25.3
Prairies	12	12.3	2	2.3	4	3.0	2	2.1
Manitoba	1	0.7	2	2.3	2	1.6	1	1.1
Saskatchewan	4	4.4	-	-	-	-	-	-
Alberta	7	7.2	-	-	2	1.4	1	1.0
British Columbia	2	1.2	9	12.5	-	-	-	-
More than One Province	2	1.3	-	-	-	-	-	-
Federal	5	14.5	7	22.8	8	14.0	1	0.8

Table C-2 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	1999						2000	
	2		3		4		1	
	Number of Agreements	Number of Employees	Number of Agreements	Number of Employees	Number of Agreements	Number of Employees	Number of Agreements	Number of Employees
		(000's)		(000's)		(000's)		(000's)
All Sectors								
CANADA	125	269.0	75	177.5	61	114.5	143	532.2
Atlantic	9	10.8	6	4.5	2	1.4	9	17.1
Newfoundland	4	7.1	1	0.6	-	-	1	3.0
Prince Edward Island	1	0.7	-	-	1	0.9	-	-
Nova Scotia	1	0.6	3	2.2	1	0.5	4	11.7
New Brunswick	3	2.5	2	1.8	-	-	4	2.4
Quebec	5	4.3	15	70.6	8	20.6	61	297.5
Ontario	56	95.5	24	36.9	28	56.2	38	113.5
Prairies	31	90.4	9	23.3	12	11.2	16	24.2
Manitoba	6	23.6	5	8.9	3	2.2	3	2.6
Saskatchewan	8	27.4	1	8.4	1	2.0	1	0.6
Alberta	17	39.5	3	6.0	8	7.0	12	21.0
British Columbia	7	7.8	10	13.1	2	2.2	8	10.2
More than One Province	2	1.3	-	-	-	-	-	-
Federal	15	58.8	11	29.1	9	22.9	11	69.7
Public Sector								
CANADA	71	205.4	34	51.0	32	56.8	115	489.6
Atlantic	2	5.2	3	2.0	1	0.9	3	11.2
Newfoundland	2	5.2	-	-	-	-	-	-
Prince Edward Island	-	-	-	-	1	0.9	-	-
Nova Scotia	-	-	2	1.5	-	-	2	10.6
New Brunswick	-	-	1	0.6	-	-	1	0.6
Quebec	1	2.0	3	2.8	5	17.1	56	288.9
Ontario	34	69.1	16	18.3	15	19.3	24	88.2
Prairies	19	78.1	7	21.0	8	8.3	14	22.1
Manitoba	5	22.9	3	6.6	1	0.7	2	1.5
Saskatchewan	4	23.0	1	8.4	1	2.0	1	0.6
Alberta	10	32.3	3	6.0	6	5.6	11	20.0
British Columbia	5	6.7	1	0.6	2	2.2	8	10.2
More than One Province	-	-	-	-	-	-	-	-
Federal	10	44.4	4	6.3	1	9.0	10	68.9
Private Sector								
CANADA	54	63.7	41	126.5	29	57.7	28	42.6
Atlantic	7	5.7	3	2.5	1	0.5	6	5.8
Newfoundland	2	1.9	1	0.6	-	-	1	3.0
Prince Edward Island	1	0.7	-	-	-	-	-	-
Nova Scotia	1	0.6	1	0.7	1	0.5	2	1.1
New Brunswick	3	2.5	1	1.2	-	-	3	1.7
Quebec	4	2.4	12	67.9	3	3.4	5	8.5
Ontario	22	26.4	8	18.6	13	36.9	14	25.3
Prairies	12	12.3	2	2.3	4	3.0	2	2.1
Manitoba	1	0.7	2	2.3	2	1.6	1	1.1
Saskatchewan	4	4.4	-	-	-	-	-	-
Alberta	7	7.2	-	-	2	1.4	1	1.0
British Columbia	2	1.2	9	12.5	-	-	-	-
More than One Province	2	1.3	-	-	-	-	-	-
Federal	5	14.5	7	22.8	8	14.0	1	0.8

Table D

Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts	Dur	Empls	Avg. Adj.	Agmts	Dur	Empls	Avg. Adj.	Agmts.	Dur.	Empls.	Avg. Adj.
		(Months)	(000's)	(%)		(Months)	(000's)	(%)		(Months)	(000's)	(%)
Year												
1980	325	26.0	919.4	10.9	233	27.5	298.8	11.7	558	26.3	1,218.2	11.1
1981	290	18.9	577.6	13.1	210	27.3	323.4	12.6	500	21.9	901.0	13.0
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	277	17.0	637.4	3.9	282	26.1	518.8	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	322	25.4	711.2	3.6	231	26.0	410.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	295	30.0	737.6	5.2	158	28.5	264.2	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	302	21.7	977.3	2.0	194	32.2	329.5	2.5	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	216	31.5	630.9	0.6	186	35.8	277.9	1.4	402	32.8	908.8	0.9
1996	213	31.6	565.9	0.5	165	34.9	244.5	1.7	378	32.6	810.5	0.9
1997	221	30.2	371.3	1.1	160	38.0	324.1	1.8	381	33.8	695.4	1.5
1998	219	31.0	645.0	1.6	180	34.3	272.4	1.8	399	32.0	917.5	1.7
1999	214	35.1	504.8	1.9	153	38.6	302.7	2.6	367	36.4	807.5	2.2
2000*	115	39.9	489.6	2.3	28	33.0	42.6	2.8	143	39.3	532.2	2.3
Quarter												
1997 I	53	29.7	89.1	1.0	30	35.7	40.4	2.2	83	31.6	129.5	1.3
II	72	26.1	98.8	0.8	60	34.5	147.1	1.9	132	31.1	246.0	1.5
III	34	31.0	44.6	0.8	41	38.3	90.7	1.5	75	35.9	135.2	1.3
IV	62	33.1	138.8	1.6	29	50.8	45.9	1.8	91	37.5	184.7	1.7
1998 I	45	36.4	97.0	2.1	23	33.6	38.3	2.3	68	35.6	135.3	2.1
II	55	32.0	156.9	1.7	71	27.9	111.3	1.6	126	30.3	268.1	1.7
III	51	33.2	185.9	1.2	52	40.8	84.6	1.7	103	35.5	270.5	1.4
IV	68	25.9	205.3	1.7	34	39.4	38.3	1.9	102	28.0	243.6	1.7
1999 I	77	32.5	191.7	1.3	29	38.4	54.8	2.2	106	33.8	246.5	1.5
II	71	37.5	205.4	2.4	54	41.0	63.7	2.5	125	38.3	269.0	2.4
III	34	37.1	51.0	2.4	41	37.5	126.5	2.3	75	37.4	177.5	2.3
IV	32	33.5	56.8	2.1	29	38.5	57.7	3.7	61	36.0	114.5	2.9
2000 I	115	39.9	489.6	2.3	28	33.0	42.6	2.8	143	39.3	532.2	2.3

* Year to Date

Agmts - Number of Agreements
Avg. Adj. - Average Annual Adjustment
Dur - Average Agreement Duration
Empls - Number of Employees

Table E

Selected Economic Indicators, by Year and Quarter

	1997	1998	1999	1999			2000
				2	3	4	1
Wage Settlements (%)	1.5	1.6	2.2	2.4	2.3	2.9	2.3
Public Sector (%)	1.1	1.6	1.9	2.4	2.4	2.1	2.3
Private Sector (%)	1.8	1.8	2.6	2.5	2.3	3.7	2.8
Agreements in Force (%)	1.2	1.7	1.9	2.0	1.8	1.8	2.0
Public Sector (%)	0.9	1.4	1.7	1.8	1.7	1.6	1.8
Private Sector (%)	1.8	2.4	2.3	2.3	2.0	2.1	2.3
Consumer Price Index							
Per Cent Change[1]	1.6	0.9	1.9	1.6	2.2	2.4	2.7
GDP[2] at Factor Cost[3]							
Per Cent Change[1]	4.1	2.9	4.1	3.7	4.8	4.8	4.6
Labour Productivity Growth (%)	1.5	0.7	1.5	0.3	2.0	1.5	1.8
Unit Labour Cost (%)	1.0	1.4	0.5	-1.1	0.5	0.8	1.6
Unemployment Rate[3] (%)	9.1	8.3	7.6	7.8	7.6	7.0	6.8
Employment (000's)[3]	13,774	14,140	14,531	14,484	14,562	14,690	14,826
Per Cent Change[1]	1.9	2.7	2.8	2.8	2.6	2.7	3.1
Average Weekly Earnings[3]	$ 598.26	$ 606.31	$ 610.68	$ 608.67	$ 611.93	$ 615.15	$ 622.03
Per Cent Change[1]	2.1	1.3	0.7	0.4	1.1	1.2	2.6
Average Hourly Earnings	$ 14.87	$ 15.12	$ 15.34	$ 15.28	$ 15.20	$ 15.46	$ 15.76
Per Cent Change[1]	1.1	1.7	1.4	0.5	1.6	1.8	2.4

[1] Per cent change from the same period of the previous year.

[2] GDP – Gross domestic product at factor cost (1992) prices.

[3] Seasonally adjusted data.

Source: Workplace Information Directorate and Statistics Canada

Table D

Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Year												
1980	325	26.0	919.4	10.9	233	27.5	298.8	11.7	558	26.3	1,218.2	11.1
1981	290	18.9	577.6	13.1	210	27.3	323.4	12.6	500	21.9	901.0	13.0
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	277	17.0	637.4	3.9	282	26.1	518.8	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	322	25.4	711.2	3.6	231	26.0	410.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	295	30.0	737.6	5.2	158	28.5	264.2	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	302	21.7	977.3	2.0	194	32.2	329.5	2.5	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	216	31.5	630.9	0.6	186	35.8	277.9	1.4	402	32.8	908.8	0.9
1996	213	31.6	565.9	0.5	165	34.9	244.5	1.7	378	32.6	810.5	0.9
1997	221	30.2	371.3	1.1	160	38.0	324.1	1.8	381	33.8	695.4	1.5
1998	219	31.0	645.0	1.6	180	34.3	272.4	1.8	399	32.0	917.5	1.7
1999	214	35.1	504.8	1.9	153	38.6	302.7	2.6	367	36.4	807.5	2.2
2000*	115	39.9	489.6	2.3	28	33.0	42.6	2.8	143	39.3	532.2	2.3
Quarter												
1997 I	53	29.7	89.1	1.0	30	35.7	40.4	2.2	83	31.6	129.5	1.3
II	72	26.1	98.8	0.8	60	34.5	147.1	1.9	132	31.1	246.0	1.5
III	34	31.0	44.6	0.8	41	38.3	90.7	1.5	75	35.9	135.2	1.3
IV	62	33.1	138.8	1.6	29	50.8	45.9	1.8	91	37.5	184.7	1.7
1998 I	45	36.4	97.0	2.1	23	33.6	38.3	2.3	68	35.6	135.3	2.1
II	55	32.0	156.9	1.7	71	27.9	111.3	1.6	126	30.3	268.1	1.7
III	51	33.2	185.9	1.2	52	40.8	84.6	1.7	103	35.5	270.5	1.4
IV	68	25.9	205.3	1.7	34	39.4	38.3	1.9	102	28.0	243.6	1.7
1999 I	77	32.5	191.7	1.3	29	38.4	54.8	2.2	106	33.8	246.5	1.5
II	71	37.5	205.4	2.4	54	41.0	63.7	2.5	125	38.3	269.0	2.4
III	34	37.1	51.0	2.4	41	37.5	126.5	2.3	75	37.4	177.5	2.3
IV	32	33.5	56.8	2.1	29	38.5	57.7	3.7	61	36.0	114.5	2.9
2000 I	115	39.9	489.6	2.3	28	33.0	42.6	2.8	143	39.3	532.2	2.3

* Year to Date

Agmts. - Number of Agreements
Avg. Adj. - Average Annual Adjustment
Dur. - Average Agreement Duration
Empls. - Number of Employees

Table E

Selected Economic Indicators, by Year and Quarter

	1997	1998	1999	1999			2000
				2	3	4	1
Wage Settlements (%)	1.5	1.6	2.2	2.4	2.3	2.9	2.3
Public Sector (%)	1.1	1.6	1.9	2.4	2.4	2.1	2.3
Private Sector (%)	1.8	1.8	2.6	2.5	2.3	3.7	2.8
Agreements in Force (%)	1.2	1.7	1.9	2.0	1.8	1.8	2.0
Public Sector (%)	0.9	1.4	1.7	1.8	1.7	1.6	1.8
Private Sector (%)	1.8	2.4	2.3	2.3	2.0	2.1	2.3
Consumer Price Index Per Cent Change[1]	1.6	0.9	1.9	1.6	2.2	2.4	2.7
GDP[2] at Factor Cost[3] Per Cent Change[1]	4.1	2.9	4.1	3.7	4.8	4.8	4.6
Labour Productivity Growth (%)	1.5	0.7	1.5	0.3	2.0	1.5	1.8
Unit Labour Cost (%)	1.0	1.4	0.5	-1.1	0.5	0.8	1.6
Unemployment Rate[3] (%)	9.1	8.3	7.6	7.8	7.6	7.0	6.8
Employment (000's)[3]	13,774	14,140	14,531	14,484	14,562	14,690	14,826
Per Cent Change[1]	1.9	2.7	2.8	2.8	2.6	2.7	3.1
Average Weekly Earnings[3]	$598.26	$606.31	$610.68	$608.67	$611.93	$615.15	$622.03
Per Cent Change[1]	2.1	1.3	0.7	0.4	1.1	1.2	2.6
Average Hourly Earnings	$14.87	$15.12	$15.34	$15.28	$15.20	$15.46	$15.76
Per Cent Change[1]	1.1	1.7	1.4	0.5	1.6	1.8	2.4

[1] Per cent change from the same period of the previous year.

[2] GDP – Gross domestic product at factor cost (1992) prices.

[3] Seasonally adjusted data.

Source: Workplace Information Directorate and Statistics Canada

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated cost-of-living allowance (COLA) payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an inflation projection of 2.0 per cent has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly financed out of general taxation or other public

funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the Federal Government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and Territorial Governments

(a) provincial and territorial government administration;

(b) health, education and social services agencies or institutions:
  (i) public hospitals,
  (ii) provincial residential care facilities,
  (iii) universities,
  (iv) colleges, vocational and trade institutions,
  (v) social services business enterprise,
  (vi) provincial elementary and secondary schools.

(3) Local Government Administration

(a) local government organizations such as: municipalities, boards, commissions;

(b) school boards;

(c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

(a) a government holds more than 50 per cent of its voting equity, directly;

(b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

(a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
  (i) the holding is the largest block of voting equity; and
  (ii) the holding exceeds 33.3 per cent of the voting equity; and
  (iii) the block is larger than the combined percentage of the next two largest blocks;

(b) the commercial enterprise declares that it is effectively controlled by a government;

(c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

SECTION 2

EXPIRIES AND REOPENERS OF MAJOR COLLECTIVE AGREEMENTS IN JULY, AUGUST AND SEPTEMBER 2000

Note: Reopeners listed may be negotiated for wage provisions[1] and/or other provisions[2]

The full 2000 Calendar of Major Collective Agreement Expiries and Reopeners is available on the Workplace Information Directorate Web site at: http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm

Company and Location	Union and Occupation	Number of Employees	Industry
	JULY 2000		
QUEBEC			
1 Marchands en alimentation Agora inc., Montréal-Nord	United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (wholesale, office and clerical employees)	530	Trade
ONTARIO			
Falconbridge Limited, Falconbridge	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (production employees)	1,430	Primary
Lake Erie Steel Co. Ltd. (Division of Stelco Inc.), Nanticoke	United Steelworkers of America (AFL-CIO/CLC) (production employees)	990	Manufacturing
York University, Toronto	York University of Staff Assn. (CCU) (office, clerical and technical employees)	1,130	Services
MORE THAN ONE PROVINCE			
National Research Council of Canada, Canada-wide	Professional Institute of the Public Service of Canada (Ind.) (scientific and other professionals)	1,100	Services
	AUGUST 2000		
NOVA SCOTIA			
Dalhousie University, Halifax	Cdn. Union of Public Employees (CLC) (teaching assistants)	970	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
NEW BRUNSWICK			
Government of New Brunswick, province-wide	Cdn. Union of Public Employees (CLC) (health and social care professionals)	1,140	Public Administration
Government of New Brunswick, province-wide	New Brunswick Teachers Federation (Ind.) (elementary and secondary teachers)	7,600	Services
QUEBEC			
Université de Montréal, Montréal	Fédération nationale des enseignantes et enseignants du Québec (CNTU) (instructors/tutors/lecturers)	1,700	Services
ONTARIO			
Algoma District School Board, Sault Ste. Marie	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	560	Services
Algonquin and Lakeshore Catholic District School Board, Kingston	Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers)	760	Services
Avon Maitland District School Board, Seaforth	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	650	Services
Avon Maitland District School Board, Seaforth	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	500	Services
Bluewater District School Board, Chesley	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	800	Services
Bluewater District School Board, Chesley	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	590	Services
Carleton University, Ottawa	Cdn. Union of Public Employees (CLC) (teaching assistants)	1,200	Services
Catholic District School Board of Eastern Ontario, Smiths Falls	Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers)	720	Services
District School Board of Niagara, St. Catharines and Welland	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,500	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ONTARIO (continued)			
District School Board of Niagara, St. Catharines	Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers)	500	Services
District School Board of Niagara, St. Catharines	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	1,000	Services
Durham Catholic District School Board, Oshawa	Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers)	940	Services
Durham District School Board, Whitby	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	2,500	Services
Durham District School Board, Whitby	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	1,250	Services
Grand Erie District School Board, Brantford	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,210	Services
Grand Erie District School Board, Brantford	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	720	Services
Greater Essex County District School Board, Windsor	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,300	Services
Greater Essex County District School Board, Windsor	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	700	Services
Halton Catholic District School Board, Burlington	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,650	Services
Halton Catholic District School Board, Burlington	Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers)	800	Services
Halton Catholic District School Board, Burlington	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	890	Services
Hamilton-Wentworth District School Board, Hamilton	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	2,060	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ONTARIO (continued)			
Hamilton-Wentworth District School Board, Hamilton	Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers)	500	Services
Hamilton-Wentworth District School Board, Hamilton	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	1,200	Services
Hastings and Prince Edward District School Board, Belleville	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	710	Services
Kawartha Pine Ridge District School Board, Peterborough	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,460	Services
Kawartha Pine Ridge District School Board, Peterborough	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	860	Services
Lakehead District School Board, Thunder Bay	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	500	Services
Lambton Kent District School Board, Sarnia	Cdn. Union of Public Employees (CLC) (support employees)	840	Services
Lambton Kent District School Board, Sarnia	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,000	Services
Lambton Kent District School Board, Sarnia	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	680	Services
Limestone District School Board, Kingston	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	750	Services
Limestone District School Board, Kingston	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	570	Services
London District Catholic School Board, London	Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers)	1,300	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ONTARIO (continued)			
Near North District School Board, Parry Sound	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	530	Services
Niagara Catholic District School Board, Welland	Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers)	860	Services
Ontario Council of Regents for Colleges of Applied Arts and Technology, province-wide	Ontario Public Service Employees Union (CLC) (support employees)	5,600	Services
Ottawa-Carleton Catholic District School Board, Nepean	Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers)	2,100	Services
Ottawa-Carleton Catholic District School Board, Nepean	Ontario English Catholic Teachers' Assn. (CLC) (occasional teachers)	700	Services
Ottawa-Carleton District School Board, Nepean	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	2,790	Services
Ottawa-Carleton District School Board, Nepean	Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers)	1,200	Services
Ottawa-Carleton District School Board, Nepean	Ontario Secondary School Teachers' Federation (CLC) (occasional teachers)	900	Services
Ottawa-Carleton District School Board, Nepean	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	1,850	Services
Peel District Schcol Board, Mississauga	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	4,450	Services
Peel District School Board, Mississauga	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	2,200	Services
Peterborough-Victoria Northumberland and Clarington Catholic District School Board, Peterborough	Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers)	670	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ONTARIO (continued)			
Rainbow District School Board, Sudbury	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	500	Services
St. Clair Catholic District School Board, Sarnia	Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers)	540	Services
Simcoe County District School Board, Midhurst	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,400	Services
Simcoe County District School Board, Midhurst	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	1,000	Services
Simcoe Muskoka Catholic District School Board, Barrie	Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers)	1,050	Services
Thames Valley District School Board, London	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	3,200	Services
Thames Valley District School Board, London	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	1,800	Services
Toronto Catholic District School Board, Toronto	Cdn. Union of Public Employees (CLC) (educational services)	730	Services
Toronto Catholic District School Board, Toronto	Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers)	3,900	Services
Toronto Catholic District School Board, Toronto	Ontario English Catholic Teachers' Assn. (CLC) (occasional teachers)	800	Services
Toronto Catholic District School Board, Toronto	Ontario English Catholic Teachers' Assn. (CLC) (secondary teachers)	2,000	Services
Toronto District School Board, Toronto	Cdn. Union of Public Employees (CLC) (technical employees, instructors/ tutors/lecturers and custodial)	14,500	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ONTARIO (continued)			
Toronto District School Board, Toronto	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	10,000	Services
Toronto District School Board, Toronto	Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers)	2,150	Services
Toronto District School Board, Toronto	Ontario Secondary School Teachers' Federation (CLC) (occasional teachers)	1,450	Services
Toronto District School Board, Toronto	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	7,000	Services
Trillium Lakelands District School Board, Lindsay	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	810	Services
Upper Canada District School Board No. 26, Brockville	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,300	Services
Upper Canada District School Board No. 26, Brockville	Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers)	700	Services
Upper Canada District School Board No. 26, Brockville	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	900	Services
Upper Grand District School Board, Guelph	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,210	Services
Upper Grand District School Board, Guelph	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	680	Services
Waterloo Catholic District School Board, Kitchener	Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers)	770	Services
Waterloo Region District School Board, Kitchener	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	1,960	Services
Waterloo Region District School Board, Kitchener	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	1,300	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ONTARIO (continued)			
Windsor-Essex Catholic District School Board, Windsor	Ontario English Catholic Teachers' Assn. (CLC) (elementary teachers)	800	Services
Windsor-Essex Catholic District School Board, Windsor	Ontario English Catholic Teachers' Assn. (CLC) (secondary teachers)	520	Services
York Catholic District School Board, Aurora	Ontario English Catholic Teachers' Assn. (CLC) (elementary and secondary teachers)	2,200	Services
York Region District School Board, Aurora	Elementary Teachers' Federation of Ontario (Ind.) (elementary teachers)	3,200	Services
York Region District School Board, Aurora	Elementary Teachers' Federation of Ontario (Ind.) (occasional teachers)	1,000	Services
York Region District School Board, Aurora	Ontario Secondary School Teachers' Federation (CLC) (secondary teachers)	1,800	Services
York University, Toronto	Cdn. Union of Public Employees (CLC) (teaching assistants)	1,900	Services
Zehrs Markets, Division of Zehrmart Limited, Essex, Kent and Lambton Counties	United Food and Commercial Workers Intl. Union (AFL-CIO/CLC) (retail employees)	1,500	Trade
MANITOBA			
University of Manitoba, Winnipeg	Cdn. Union of Public Employees (CLC) (instructors/tutors/lecturers)	700	Services
ALBERTA			
Black Gold Regional Division No. 18, Nisku	Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers)	510	Services
Board of School Trustees of the Edmonton Catholic Regional Division No. 40, Edmonton	Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers)	1,880	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
ALBERTA (continued)			
Board of School Trustees of the Edmonton Catholic Regional Division No. 40, Edmonton	Communications, Energy and Paperworkers Union of Canada (CLC) (office, clerical and technical employees)	560	Services
Board of Trustees of Edmonton School District No. 7, Edmonton	Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers)	4,200	Services
Board of Trustees of Edmonton School District No. 7, Edmonton	Cdn. Union of Public Employees (CLC) (custodial)	600	Services
Board of Trustees of Edmonton School District No. 7, Edmonton	Cdn. Union of Public Employees (CLC) (office and clerical employees)	1,200	Services
Calgary Roman Catholic Separate School District No. 1, Calgary	Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers)	2,500	Services
Chinook's Edge School Division No. 73, Red Deer and Mountain View County	Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers)	580	Services
Elk Island Public Schools Regional Division No. 14, Elk Island	Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers)	860	Services
Red Deer Public School District No. 104, Red Deer	Alberta Teachers' Assn. (Ind.) (elementary and secondary teachers)	520	Services
MORE THAN ONE PROVINCE			
NAV CANADA, Canada-wide	Intl. Brotherhood of Electrical Workers (AFL-CIO/CLC) (electronic technicians)	950	Transportation
	SEPTEMBER 2000		
QUÉBEC			
Association des entrepreneurs de services d'édifices Québec inc., Montréal	Service Employees Intl. Union (AFL-CIO/CLC) (service and maintenance employees)	5,000	Services

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
QUÉBEC (continued)			
Entourage Solutions Technologiques Inc., province-wide	Communications, Energy and Paperworkers Union of Canada (CLC) (technical employees)	640	Communications
Société en commandite Gaz Métropolitain, Montréal, Saguenay-Lac St-Jean Region, Québec, Mauricie, Rouyn and Estrie	Fédération des employées et employés de services publics inc. (CNTU) (hourly-rated employees)	500	Utilities
ONTARIO			
Connaught Laboratories Limited, Toronto and Bolton	Communications, Energy and Paperworkers Union of Canada (CLC) (plant and maintenance employees)	600	Manufacturing
Entourage Technology Solutions Inc., province-wide	Communications, Energy and Paperworkers Union of Canada (CLC) (technical employees)	1,400	Communications
MTD Products Limited, Kitchener	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (production employees)	610	Manufacturing
MANITOBA			
Motor Coach Industries Limited, Winnipeg	Intl. Assn. of Machinists and Aerospace Workers (AFL-CIO/CLC) (production employees)	1,620	Manufacturing
New Holland Canada Limited (Versatile Farm Equipment Operations), Winnipeg	Natl. Automobile, Aerospace, Transportation and General Workers Union of Canada (CAW-Canada) (CLC) (plant and maintenance employees)	590	Manufacturing
Winnipeg Free Press, Winnipeg	Communications, Energy and Paperworkers Union of Canada (CLC) (print media employees)	700	Manufacturing

Services - Community, Business and Personal Services

Company and Location	Union and Occupation	Number of Employees	Industry
SASKATCHEWAN			
Government of Saskatchewan, province-wide	Cdn. Union of Public Employees (CLC) (non-medical and technical employees)	620	Services
Government of Saskatchewan, province-wide	Saskatchewan Government and General Employees' Union (CLC) (inside and outside employees)	9,560	Public Administration
Saskatchewan Crop Insurance Corporation, Regina	Saskatchewan Government and General Employees' Union (CLC) (office and clerical employees, scientific and other professionals)	510	Insurance
BRITISH COLUMBIA			
Council of Marine Carriers, Coast	Cdn. Merchant Service Guild (Ind.) (licensed personnel)	650	Transportation
Council of Marine Carriers, Coast	Intl. Longshore and Warehouse Union-Canada (CLC) (unlicensed personnel)	500	Transportation
MORE THAN ONE PROVINCE			
Government of Canada, Canada-wide	Professional Institute of the Public Service of Canada (Ind.) (health and social care professionals)	1,800	Public Administration

The full 2000 Calendar of Major Collective Agreement Expiries and Reopeners is available on the Workplace Information Directorate Web site at:

http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm

Services - Community, Business and Personal Services

WORK STOPPAGES – FIRST QUARTER 2000 AND CHRONOLOGICAL PERSPECTIVE*

Work Stoppages, Labour Organizations and Collective Agreement Analysis Section
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Summary

- Time not worked as a result of strikes and lockouts during the first quarter of 2000 amounted to 375,947 person-days. This total is lower than the 1990-1999 average of 550,620 person-days lost
- The number of workers involved in labour disputes during the first quarter of 2000 totalled 60,459; that is higher than the previous 10-year average of 41,761
- There were 141 work stoppages during the first quarter of 2000, compared with the 1990-1999 annual average of 128 stoppages
- The value of 6.2 person-days not worked per worker involved in disputes is lower than the previous 10-year average of 14.3 days

Table A
Work Stoppages by Jurisdiction – 2000

Jurisdiction	Ongoing during the First Quarter			Cumulative to March 31, 2000		
	Stoppages	Workers Involved	Person-Days Not Worked	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland	6	1,131	6,110	6	989	6,110
Prince Edward Island	-	-	-	-	-	-
Nova Scotia	1	240	3,360	3	215	8,400
New Brunswick	1	320	7,040	1	320	7,040
Quebec	33	3,874	37,550	57	4,041	92,330
Ontario	20	23,980	58,480	38	23,694	102,370
Manitoba	4	419	6,872	4	206	6,872
Saskatchewan	-	-	-	2	208	6,330
Alberta	1	166	830	3	388	10,310
British Columbia	14	22,953	80,505	23	27,058	97,075
More Than One Province	-	-	-	-	-	-
Total Provinces	**80**	**53,083**	**200,747**	**137**	**57,119**	**336,837**
Canada Labour Code - Part I	3	2,060	16,260	4	3,340	39,110
Federal Administration	-	-	-	-	-	-
Federal Total	**3**	**2,060**	**16,260**	**4**	**3,340**	**39,110**
Total	**83**	**55,143**	**217,007**	**141**	**60,459**	**375,947**

Source: Workplace Information Directorate

* Involving one or more employees.

- Three major work stoppages with City of Toronto involved 16,000 members of the Canadian Union of Public Employees during the first quarter 2000 accounting for approximately 28 per cent of the total person-days not worked

- A strike with British Columbia Public School Employers Association and Canadian Union of Public Employees involving 12,920 employees accounted for approximately 16 per cent (62,610 employees) of the person-days not worked during the first quarter of the year 2000

Table B
Work Stoppages by Industry – 2000

Industries	Ongoing during the First Quarter			Cumulative to March 31, 2000		
	Stoppages	Workers Involved	Person-Days Not Worked	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	2	1,708	16,310	5	2,066	30,030
Manufacturing	24	4,023	39,037	45	4,167	91,527
Construction	-	-	-	-	-	-
Transportation, Communication and Other Utilities	10	330	3,555	14	3,296	34,232
Trade and Finance	9	696	4,030	20	832	17,760
Community, Business and Personal Services	29	31,224	132,885	45	32,986	174,368
Public Administration	9	17,162	21,190	12	17,112	28,030
Various Industries	-	-	-	-	-	-
Total	**83**	**55,143**	**217,007**	**141**	**60,459**	**375,947**

Source: Workplace Information Directorate

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Table C

Work Stoppages – A Chronological Perspective

Period	Number beginning year or month	in existence during year or month*			
		Total Number	Workers involved	Person-days not worked	% of Estimated working time
1990	519	579	270,471	5,079,190	0.17
1991	399	463	253,334	2,516,090	0.09
1992	353	404	149,940	2,110,180	0.07
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,061	0.05
1996	297	330	281,816	3,351,820	0.11
1997	229	284	257,664	3,610,206	0.12
1998	341	381	244,402	2,443,876	0.08
1999	358	413	158,612	2,445,741	0.08
2000	83	141	60,459	375,947	0.05
1999					
March	37	99	33,328	355,582	0.14
April	37	99	54,132	382,740	0.15
May	31	100	21,153	214,860	0.08
June	41	107	17,858	193,260	0.07
July	27	99	21,024	301,245	0.11
August	27	94	11,884	176,835	0.07
September	31	102	16,464	169,765	0.06
October	27	95	10,601	122,340	0.05
November	32	92	15,506	153,900	0.06
December	30	94	16,774	114,994	0.04
2000					
January	27	85	23,140	145,744	0.06
February	26	84	11,821	72,150	0.03
March	30	86	35,301	158,053	0.06

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

Table C

Work Stoppages – A Chronological Perspective

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* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place duringnegotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the Standard Industrial Classification, Statistics Canada (Revised 1970).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual on other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages in terms of a common denominator; they are not intended as a

measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g., minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

SECTION 3

INNOVATIVE WORKPLACE PRACTICES

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Of the 75 major collective bargaining settlements reached recently, 31 settlements (42 per cent) cite a number of new or innovative practices related to the work environment, and more precisely, those which affect both the organization of work and working conditions.

Duration

The 75 settlements provide for an average duration of **34.7 months**, which represents a slight decrease from the average of 36.4 months resulting from 1999 settlements.

Numerous contracts (43 per cent) were renewed for a period of 36 months whereas approximately one fourth (27 per cent) are scheduled to expire within 24 months or less. Included among the 14 settlements (19 per cent) with a term of 48 months or more are a first agreement between Maple Leaf Meats Inc. and the United Food and Commercial Workers International Union, Local 832, in Manitoba which provides for a term of **89 months** and two renewal agreements in the Ontario pulp and paper industry extending over a period of **72 months**.

Labour-Management Committees

More than half (55 per cent) of the 31 settlements reporting innovative practices, provide for the implementation of new initiatives through the establishment of a joint committee. Among these is the labour-management committee to be instituted by the Board of Governors of Ryerson Polytechnic University and the Ryerson Faculty Association in order to gather information about developing **workload** (fair and equitable) that encompass the expected range of faculty members' academic activities. Elsewhere, the settlement between thc Government of Quebec, the Employers Health and Social Services Bargaining Committee and several health sector unions provides for the creation of various committees to address issues such as **workload, organization of work including telework, safety and health as well as violence in the workplace**. A joint committee established by the Toronto Transit Commission and the Amalgamated Transit Union, Local 113, will be responsible for **health and safety** related inspections, investigations and recommendations as well as matters to be referred to a **dispute resolution process**.

Organization of Work

Two of the 31 new settlements reporting an innovation provide examples of initiatives which affect **work methods and procedures**. Included among these are the Ryerson Polytechnic University and Government of Quebec settlements which refer to the establishment of joint committees for this purpose. Furthermore, the afore-mentioned agreement with the Government of Quebec makes specific reference to the **recognition of work and family balance** while addressing organization of work-related issues.

Compensation and Working Conditions

Four of the 19 settlements reporting initiatives in the area of compensation and working conditions also lend themselves to **balancing of work and family or personal obligations**. These measures include the introduction of **paid personal leave** in both the settlement between Bell Canada and the Canadian Telephone Employees' Association as well as the agreement between the University of Toronto and Canadian Union of Public Employees, Local 3261; and a new provision for **paid family-related** leave in the settlement between the Regional Municipality of Ottawa-Carleton and Canadian Union of Public Employees, Local 503, and the renewal agreement between Extendicare Canada Inc. and the Service Employees International Union, Locals 299 and 333.

Three settlements provide for compensation-related initiatives such as the agreement between INCO Limited and the United Steelworkers of America, Local 6166, which through a **Success Sharing Program**, provides for the distribution of a percentage of the return on operating investment. Employees are also to be involved in co-design projects initiated to improve operational efficiencies.

Finally, other agreements citing the introduction of practices affecting working conditions include two settlements with the Dufferin-Peel Catholic District School Board and the Ontario English Catholic Teachers' Association which provide for a **safe school environment** through the espousal of a Code of Student Behaviour and Discipline. Other initiatives include the provision of **tuition assistance** for dependent children in both the agreement between Lear Corporation and the Canadian Auto Workers, Local 1973, and that of the Governors of the University of Calgary and the University of Calgary Faculty Association.

Training and Development

The three settlements which contain a reference to training and development include the renewal agreement between McGregor Hosiery Mills and the Canadian Auto Workers, Local 40, which refers to a **new training program** for mechanics and skilled trade groups; the contract between Northern Sawmills Inc. and the Communications, Energy and Paperworkers Union of Canada, Local 38X, now offering an **apprenticeship program**; and the settlement between Calgary Laboratory Services and the Health Sciences Association of Alberta with a guarantee of no loss of regular earnings when attending **in-service education programs** not identified as compulsory by the employer.

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THE IMPACT OF ECONOMIC DEMOCRACY ON THE WORKPLACE: THE CASE OF THE FONDS DE SOLIDARITÉ DES TRAVAILLEURS DU QUÉBEC AT THE TRIPAP PLANT

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When the Fonds de solidarité des travailleurs du Québec (Solidarity Fund) acquires an equity interest in a company, this serves to save jobs, a very important goal, but is this the only impact? Does it also result in increased employee participation in the workplace and a larger role of the union within company operations? Does economic democracy promote democratization of the workplace? The Tripap pulp and paper mill in Trois-Rivières provides an interesting case study for investigation of this question. The plant was closed in 1992 by Canadian Pacific Forest Products, reopened in 1994 by the Quebec Federation of Labour's Solidarity Fund which remained the sole owner until 1996, bought by Uniforêt in 1996, and finally purchased by the Saputo Group in July 1998.

An Ageing Plant Closed Down by a Multinational and Reopened by the Solidarity Fund

The site of the Tripap plant in Trois-Rivières has seen wood processing since the early years of the 20th century, when the St. Maurice Lumber Company built a sawmill at the location. The mill was bought by Canadian International Paper in 1916. In the summer of 1922, the Trois-Rivières paper mill was officially opened. Over the years, new paper machines were installed and, by the mid-1940s, it was the world's largest (and only all-electric) newsprint plant. Its location at the confluence of the St. Lawrence River and the St-Maurice River, near power generation sites, sources of raw materials, and land and sea shipping routes, gave it a significant competitive edge.

In the early 1950s, the plant switched from producing newsprint to specialty papers. In 1981, Canadian International Paper sold all its Canadian assets to Canadian Pacific, and in 1988, Great Lakes Forest Products (a subsidiary of Canadian Pacific) merged with the Canadian International Paper subsidiary to create Canadian Pacific Forest Products. In the wake of a strategic analysis of its operations, Canadian Pacific Forest Products announced the closing of the Trois-Rivières plant on January 9, 1992. At the time, the plant had eight specialty paper machines, a cardboard machine and a sulphite pulp department. It employed 982 workers, most of whom belonged to two locals of the Communications, Energy and Paperworkers Union of Canada, affiliated with the Quebec Federation of Labour. A smaller group of employees was represented by the Office and Professional Employees International Union, also affiliated with the Federation.

Canadian Pacific Forest Products gave three reasons for closing the Trois-Rivières paper mill:

1. Management had decided to cut back on newsprint production and consequently, was no longer interested in the Tripap plant, whose production consisted of specialty paper.

2. Canada's pulp and paper industry was in a slump.

3. The mill's equipment was obsolete.

The Quebec Federation of Labour, which had created the Solidarity Fund in 1982 for the purpose of creating and maintaining jobs in Quebec,[1] decided to try to save the mill. Investing in the plant, a move which

[1] This study led to a master's dissertation under the supervision of Paul-André Lapointe : DRAPEAU, Gaétan, 1997, Le Fonds de solidarité des travailleurs du Québec : son influence sur l'emploi, la démocratie en entreprise et les attitudes et comportements des travailleurs.

sought to reconcile financial imperatives and social imperatives, was the best way for the Solidarity Fund to save the workers' jobs at the mill; while providing a unique opportunity to democratize the workplace.

Out of its total assets of over one billion dollars, the Solidarity Fund has over half a billion dollars in investments, making it the largest development capital fund in Quebec and in Canada. Its assets is considered development capital since money invested is not secured by physical assets or by any guarantee (no one guaranteed to repay the money). In exchange for its investment, the Solidarity Fund receives a share of the company's equity and earnings, and a say in its management.

When the closing of the mill was announced, the Fund immediately set about trying to save jobs and looking for a partner that would invest in reopening the mill. The first potential partner it approached, Cascades, was prepared to buy the plant and keep three machines running, providing the union agreed to drop the seniority list in selecting the 250 employees who would be called back to work. The union leadership refused and the Solidarity Fund turned to two businessmen who were also interested in reopening the plant. After a draft collective agreement was signed with the union, the process stopped short because Canadian Pacific Forest Products did not believe the partners were capable of raising the money needed to reopen the mill and keep it in operation. The Solidarity Fund then turned to "Le groupe Fillion" in Chibougamau, which for 15 years had been operating a sawmill that supplied the Company with wood chips and wanted to secure a market for its product. It withdrew its offer to invest in the Trois-Rivières paper mill when Canadian Pacific Forest Products promised to buy 70 per cent of its output.

After these three setbacks, the Fund announced on October 20, 1993, that it would buy the plant on its own. It was the first time the Solidarity Fund embarked on a project of this type by itself. The mill officially reopened at last on February 23, 1994, nearly two years after its closing by Canadian Pacific Forest Products. When the plant closed, the company returned the money employees had paid into their pension fund but the company's share was never paid; nevertheless, 169 of the workers had decided to retire.

When the plant reopened, the collective agreement was renegotiated on the basis of the old contract, which was to be honoured in full, including seniority provisions and hiring priority for the former company's employees. However, the union members did have to make the following concessions:

1. a 20 per cent cut in wages;
2. lower employer contributions to the group insurance plan;
3. less vacation time; and
4. multiskilling.

In exchange for these concessions, employees got a profit-sharing plan which entitled them to 10 per cent of the plant's future earnings and the opportunity to increase their pension income by contributing to the Solidarity Fund's Registered Retirement Savings Plan, to which the new employer would also contribute.

When the plant reopened, only five paper machines were started up again and only 271 of the 982 workers, who had been employed at the plant before it closed, were called back. In 1996, the number of employees increased to 436. The Solidarity Fund succeeded in maintaining some jobs, although it could have retained more jobs if employees had not worked a lot of overtime; in 1995 and 1996, overtime accounted for 11.5 per cent of all hours worked at the plant.

Work Organization Substantially Unchanged

When operations resumed, the new management, composed primarily of representatives from the Solidarity Fund, expressed a desire to bring all players – employees, the union and management – into a new relationship based more on co-operation and trust. The effort to involve employees and their unions in the company's affairs and development focussed on new employees where meals were organized to give the parties a chance to get to know each other. To break down traditional hierarchical barriers and develop company spirit, workers and managers were given hard hats of the same colour and new corporate symbols were created (new name, new logo, new colours). Employees were also encouraged to actively participate in their union and

[1] According to its statutes, the Quebec Federation of Labour's Solidarity Fund is "a development capital fund that raises money from members and Quebecers in general and invests it in order to create, maintain and safeguard jobs in Quebec, primarily in small and medium-sized businesses." (FSTQ, 1995 – translation from French).

take more responsibility for maintaining productivity and quality standards on the job. Finally, management used the plant's weekly newsletter to educate employees about the company's new management philosophy.

Aside from these symbolic changes, there were few innovations in work organization. Greater operational flexibility was introduced, yielding a measure of decompartmentalization and mutual assistance among the trades. Production workers could now perform some minor repairs and had to help trades workers when required. The number of job classifications for production workers was slashed, leading to more multiskilling. At the same time, delayering cut the number of levels between the mill's general manager and employees from five to three by eliminating the positions of assistant general manager and assistant superintendent.

The main organizational change management tried to introduce involved employee empowerment, which was necessary after the supervisor positions were abolished in some departments, including the paper machines department. However, the haste with which the changes were made, without providing employees with any training for their new responsibilities, doomed them to failure from the start. When the mill reopened, the paper machine foremen were not called back to work. Employees therefore, had to assume new responsibilities and, at the same time, shoulder a heavier workload in terms of operating the paper machines, since the machine operators with the most seniority and experience had retired when the plant closed. Workers received no training to help them handle their new responsibilities. Moreover, management had abolished the position of paper inspector, ostensibly to increase employee responsibility for quality. The result was plummeting performance in terms of productivity, efficiency and quality, and management had to call back the foremen and paper inspectors. However, the failure of empowerment was due primarily to the Solidarity Fund's desire to quickly cut labour costs by abolishing supervisory and quality control positions, without providing employees with the training they needed in order to assume their new responsibilities. The management ratio is an indicator that can be used to measure the failure of empowerment. It dropped when the plant reopened and then rose again to its previous level: the number of workers per manager increased from 7.6 in 1992 to 9.9 in 1994, and then fell again to 8.3 in 1995 and 7.8 in 1996. Finally, there were no initiation of team work.

Efforts to improve quality revolved around the creation of a central Quality Improvement Committee. It was set up in 1994 on the recommendation of the operations manager and was mandated to collect and study employee suggestions for cutting production costs, increasing productivity and efficiency, and improving product quality. The committee consists of a co-ordinator, who is a manager, a training officer, and seven employee representatives from the plant's various departments (all unionized employees). The members were all appointed by management. The committee has no decision-making power. An employee who comes up with an idea for improving the company's productivity must get the support of six co-workers and be able to answer questions about the purpose of the suggestion and the savings it would generate. He or she then submits the suggestion to a member of the Quality Improvement Committee, who presents it to the superintendent or supervisor of the department in question. The supervisor must respond to every suggestion. If the supervisor turns down the suggestion, he or she must explain why. If the suggestion is accepted, the supervisor proceeds to plan implementation together with the appropriate officials. To encourage employees to submit suggestions to management, a draw for a $50 meal is held every three months; this is a radically curtailed form of profit-sharing.

Management also introduced an ISO 9002 certification project. It was launched in November 1995 with the aim of obtaining certification by early 1997. To get there, management struck two committees: a Steering Committee composed primarily of managers, plus the presidents of the three union locals in the plant, and another committee composed primarily of employees, which was charged with writing new work procedures and validating them with the operators in question. The second committee reported to the Steering Committee. Its members were chosen by the Steering Committee, after a call for applications was issued.

New Information and Ownership Rights, but a Traditional Union

The takeover by the Solidarity Fund gave employees the right to have access to the company's financial and business information. To translate that right into reality, the Fund organized semi-monthly information

meetings and training courses on economics intended specifically for plant employees. The courses were designed to give employees methods and techniques they could use to assess the company's economic and financial health for themselves. Greater knowledge of the company's financial workings would also give them a better understanding of profitability and competitiveness issues, and the consequences in terms of preserving their jobs. This new right was highly appreciated by employees; however, it was not entrenched in the collective agreement.

The takeover by the Solidarity Fund also had the effect of giving employees an indirect equity stake in the company. When Uniforêt arrived on the scene in 1996, a direct equity participation program was introduced. The new management set aside 10 per cent of the share capital for employees. They were also given a seat on the Board of Directors. It is interesting to note that when Uniforêt gave employees a seat on the Board, employees democratically delegated a manager to fill it, and not one of their own number. During the debate on the choice of the employee representative, the union leadership declined to get involved or to put up a union candidate. It explained the decision in these terms:

> "Once again, from the union's point of view, you have to give employees a chance to get involved. If the same people always do everything, people feel left out. 'They don't look after us and it's always the same people!' We took the position that there would be no union representative on the Board. In any event, we would have been in a position of conflict of interest when certain matters were discussed. We would have been against it, and then when you defend it at a meeting or in a grievance it looks bad. It's a form of education, giving everyone a chance to put forward their ideas." (Interview with a union leader, February 15, 1996.)

That position was symptomatic of the union's reluctance to play a role in company operations. The same was true of participating in production meetings. When the Solidarity Fund took over the company, management invited the presidents of the two locals that represented production workers and trades workers to attend production meetings. Both did attend some meetings, but their participation was limited to providing information and passing along the views of workers on the floor; they did not develop a proactive strategy to influence decision-making. Did their disinclination to bid for a bigger role stem from realism or lack of perspective?

On the labour relations front, things stayed in the traditional mould. The management rights clause in the collective agreement remained as is and the union's scope of action remained confined to wages, benefits and some work rules. While labour relations had been relatively good under Canadian International Paper and Canadian Pacific Forest Products, the arrival of the Solidarity Fund helped bring about a significant improvement. However, the number of grievances did not change substantially. Before the mill closed in 1992, there were approximately 25 grievances per year for a total of 1,000 employees (an average of one grievance per 40 employees per year). Since the mill reopened, there have been approximately 10 grievances per year for a total of about 400 employees (the same average annual rate as in the past).

> "Things have changed. There's much more dialogue, less confrontation. They accept the union's point of view. That doesn't mean they act on it, but the company listens to us....We have a daily dialogue instead of letting problems drag on and then filing grievances." (Interview with a union leader, June 19, 1995.)

Solidarity Fund Pulls Out

In January 1996, with the company on a profitable footing, the Solidarity Fund found a partner, Uniforêt, which acquired a 65 per cent interest in the company. The Solidarity Fund kept 25 per cent and the remaining 10 per cent of the shares were set aside for employees, who were given stock options on special terms. Over time, Uniforêt gradually increased its stake to 90 per cent, and finally to 100 per cent in 1997. That meant the Solidarity Fund and employees no longer had an equity interest, and the experiment in economic democracy ended. Uniforêt had wanted to acquire the Trois-Rivières paper mill to improve its strategic position in the market; the acquisition would provide an outlet for some of the pulp produced at its Port-Cartier plant and help it realize a better profit in the manufacture of its products.

Uniforêt, founded in 1993 by three veteran forest industry entrepreneurs, operates a sawmill and a pulp mill in Port-Cartier, a sawmill in Péribonka in the Lac St-Jean area, and since 1996, the Tripap paper mill in Trois-Rivières. The company produces lumber and

uncoated paper from mechanical pulp and bleached chemithermomechanical pulp. During its brief history, the company has "acquired underutilized or undervalued assets and revitalized them by implementing innovative operating methods, participatory management practices and modernization programs" (Uniforêt Annual Report, 1995). The private company went public with an initial public offering in 1995.

A new five-year labour contract between employees and the new controlling owner was signed in 1996. It provided for better working conditions; pay equity with the industry was to be achieved in the year 2000 and the employer also undertook to increase its contribution to the group insurance plan. Despite these positive points, it should be noted that production equipment had not really been modernized, except for some adjustments to meet environmental standards. Neither had work organization been reviewed since the plant reopened in 1994. Nevertheless, employees greeted the new partner and the new collective agreement with optimism.

In 1997 and 1998, Uniforêt fell into serious financial difficulty. In March 1998, the company convinced employees to agree to a pay freeze and the elimination of five positions: 92 per cent of Office and Professional Employees International Union members and 78 per cent of Communications, Energy and Paperworkers Union of Canada members (who lost no jobs in the restructuring) voted for the proposal. Uniforêt came close to selling the Trois-Rivières plant at the beginning of the summer of 1998 and finally did sell it to the Saputo Group in July of the same year. Since then, there has been talk of starting up new machines.

Modest Improvement in Performance

The results in terms of productivity and efficiency have been relatively modest. The person/ton ratio (the number of workers required to produce one ton of paper per day) fell from 0.86 at the beginning of 1991 to 0.78 in June 1996. On the other hand, efficiency declined from 85 per cent in 1991 to 76 per cent in June 1996. It appears that the departure of the most experienced employees severely undermined the mill's operation. More specifically, when it comes to the quality of the paper produced by the Trois-Rivières plant, the record is choppy. In 1995, mounting complaints and rising associated costs forced management to call a number of paper inspectors back to work and hire a quality assurance co-ordinator to set up an ISO 9002 quality program. Finally, first-hand accounts and on-site observation indicate there was a hefty increase in workload.

As for jobs, the number of employees at the mill fell dramatically. Before it closed in 1992, the plant provided employment for 982 unionized workers and 104 management personnel, for a total of 1,086 employees. When it reopened in February 1994, only 271 union members and 28 managers were called back to work. Two years later, there were a total of 484 employees – 436 union members and 48 managers. In this sense, the Solidarity Fund accomplished part of its mission, maintaining and creating a number of jobs.

Analysis

Economic democracy – an indirect ownership interest through the Quebec Federation of Labour's Solidarity Fund or, to put it more clearly, ownership of the plant by a union investment fund – was not accompanied by any significant democratization of the workplace. However, the Solidarity Fund's involvement in keeping the Trois-Rivières mill in operation did open up some opportunities. Why were they not seized by the local unions?

The main goal of the initiative was to save jobs. Once that was achieved, the Fund seems to have had little incentive to go further. Once it took over the plant, everything was up to the Solidarity Fund. Union officials and employees placed all their faith in the Fund's involvement. In their view, the Fund's responsibility was to preserve jobs. There was therefore little incentive for them to get more involved and the takeover by the Fund did not lead to organizational innovations or to union participation in management, since that was considered to be of secondary importance in ensuring the survival of their workplace.

The Solidarity Fund's traditional management methods stemmed from a strategy that was at odds with that of employees and their unions. The Fund was focussed on trimming costs fast; that was the core of its plan, to save jobs. It introduced employee empowerment without providing the necessary training and used overtime instead of hiring. And during the first two years after the plant reopened, when it was wholly owned by the Solidarity Fund, the Fund introduced no significant innovations in work organization – neither team work nor quality improvement groups, aside from

the central improvement committee. The Fund adopted a relatively traditional management style. The first collective agreement negotiated under its aegis contained no innovations and reproduced traditional labour contract language and clauses. The only change introduced by the Solidarity Fund, which related to information and training in economics, was not enshrined in the collective agreement. The Solidarity Fund's short-lived involvement with the Trois-Rivières pulp and paper mill left no lasting imprint in terms of democratization of the workplace.

Conclusion

It can be said that the Solidarity Fund achieved its objective of reopening an old plant, making it viable, and saving a good number of jobs. However, it is also clear that the Fund's core mission is not democratizing the workplace but protecting jobs; this was demonstrated by its decision to pull out once it felt that purpose had been accomplished.

Note: Job creation and firm level turnaround are extremely fragile. On June 30, 2000, Uniforêt said it was closing the plant due to sagging demand for the uncoated paper it produces there. However, the company indicates that it will continue to partner with the Fonds de solidarité des travailleurs du Québec to identify a market niche for sustainable turnaround in a highly competitive paper market.

An index of case studies and articles published in the Workplace Gazette to date is available at the following address:

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LABOUR-MANAGEMENT PARTNERSHIP AND WORKER EMPOWERMENT: BELGO PAPER MILL (ABITIBI-CONSOLIDATED) IN SHAWINIGAN

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This study describes an experiment in social modernization at the Abitibi-Consolidated plant in Shawinigan. It deals with two processes of change that were not necessarily related: the shift towards automation and computerization, which started in the 1980s, and the introduction of a participatory management system, starting in 1993, which involved a concerted reorganization of work. Despite the many tensions the changes have caused, the results show that the partnership approach has had a positive effect on both productivity and product quality.

The Belgo paper mill was part of Stone-Consolidated until the latter merged with Abitibi-Price in February 1997 to form Abitibi-Consolidated Inc. The plant produces newsprint (900 tonnes per day) from thermo-mechanical pulp and de-inked pulp (also produced at the facility) through a continuous production process. Belgo opened in 1900 and still uses three paper machines dating from the 1920s; a fourth machine was added in 1973. Despite a series of improvements in the 1980s and 1990s, including computerized controls and considerable gains in speed, the technological performance of paper manufacturing processes remains mediocre. The chip storage and screening system, installed in 1995, and pulp processing systems, 1987 and 1992, are entirely automated and the paper roll packaging process has been fully robotic since 1991.

At the time of the survey in 1996, the plant employed 654 workers, 575 of whom belonged to the Communications, Energy and Paperworkers Union of Canada. Like other area unions, the plant's locals, particularly local 1246, were known for their confrontational stance and adeptness at capitalizing on their position of power.

Background

The old management and union strategies proved inadequate to deal with the crisis of excess production in the pulp and paper industry during the 1990-1993 period, but this alone cannot explain the shift in strategy reflected by the current changes.

The first signs that the old strategies were exhausted could be seen in 1987 and 1988, when the unions emerged from a strike divided, just as plant management began installing the first phase of the thermo-mechanical pulp manufacturing system. When the collective agreement was renewed, the company gained some leeway in terms of outsourcing in exchange for early retirement at age 58; outsourcing had previously been sharply restricted by a clause in the collective agreement, long considered an important lever by the unions. To ensure a smooth transition from mechanical and chemical pulp manufacturing to the thermo-mechanical process, management tightened up labour relations and technical control in the workplace. The employee/manager ratio dropped from 8.14 in 1986 to 6.7 in 1988, making the tense atmosphere in the workplace resulting from technological modernization even worse. Table 1 shows the substantial increase in the number of grievances and right of refusal cases, and in the absenteeism and injury rates from 1987 to 1989. Only in 1989 did the plant return to its 1986 productivity levels (1.2 tonnes per employee) and manage to operate at 82 per cent capacity.

With the onset of the crisis in the pulp and paper industry, there was a new balance of power between the company and the unions during the 1990 collective bargaining talks. The pattern bargaining process in the industry resulted in the imposition of a flexibility clause on the unions. Moreover, the plant modernization plan and the cost control policy led to the abolition of 204 positions in 1991 and 1992, a 25 per cent staff

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This study is based on a master's dissertation, under the supervision of Paul-André Lapointe: SARMIENTO, Janet, 1997, Autonomie au travail et partenariat patronal-syndical dans une papeterie québécoise, Industrial Relations Department, Université Laval.

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Table 1

Working Environment Indicators, Productivity and Employee-Manager Ratio 1985-1995

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995
Grievances	71	90	87	97	97	71	50	39	59	7	6
Index (1986 = 100)	78.9	100	96.7	108	108	78.9	55.6	43.3	65.6	7.78	6.67
Right to refuse	8	11	8	13	7	-	6	2	-	0	0
Index (1986 = 100)	72.7	100	72.7	118	63.6	0	54.5	18.2	0	-	-
Absenteeism rate	-	5.4	4.6	4.6	5.4	5.9	4.8	4.0	4.3	4.4	5.3
Index (1986 = 100)	-	100	85.2	85.2	100	109.3	88.9	74.1	79.6	81.5	98.1
Injury rate	18.1	16.8	15.2	15.9	18.0	16.9	9.8	9.6	5.6	4.6	6.2
Index (1986 = 100)	108	100	90.5	94.6	107	101	58.3	57.1	33.3	27.4	36.9
Labour productivity (tonnes/employee)	-	1.21	1.18	1.13	1.22	1.34	1.44	1.62	1.63	1.64	1.66
Index (1986 = 100)	-	100	97.5	93.4	101	111	119	134	135	136	137
Employees per manager	-	8.14	7.83	6.7	6.91	6.98	6.68	6.83	6.87	7.25	7.07
Index (1986 = 100)	-	100	96.2	82.3	84.9	85.7	82.1	83.9	84.4	89.1	86.9

cut from 1990. In an effort to improve the deteriorating working environment caused by restructuring, demotions, transfers, the imposition of flexibility and the pressures associated with adapting to new technologies, management created the Innovation, Quality and Service corporate incentive program to promote individual initiative by employees. It did not yield significant results.

Lastly, in 1992, again as part of a corporate restructuring policy and again in a traditional style, a cost-effectiveness plan was negotiated with a view to alleviating the impact of the recent cutbacks and renegotiating flexibility. Despite a new 50-cents-an-hour bonus, the flexibility clause remained without practical effect.

Faced with this organizational deadlock and the risk of closure, given the severity of the crisis and the corporation's debt burden, plant management and the unions made a strategic shift. A new plan, known as the survival plan, was developed in early 1993, this time with the participation of the unions. The plan included a job security clause for all permanent employees, changes to some clauses in the collective agreement, the formation of self-managed work teams and other quasi-official innovations, such as problem-solving groups. It marked the beginning of a new relationship between plant management and the three union locals.

Innovations

A wide range of changes were introduced during the period under study (1986-1995). First, there was the push to automate and computerize operations, begun in the 1980s. These initial innovations, however, had a negative impact in terms of employment levels and skills required. For this reason, this process appears to be dissociated from the process of social modernization.

Table 1

Working Environment Indicators, Productivity and Employee-Manager Ratio 1985-1995

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995
Grievances	71	90	87	97	97	71	50	39	59	7	6
Index (1986 = 100)	78.9	100	96.7	108	108	78.9	55.6	43.3	65.6	7.78	6.67
Right to refuse	8	11	8	13	7	-	6	2	-	0	0
Index (1986 = 100)	72.7	100	72.7	118	63.6	0	54.5	18.2	0	-	-
Absenteeism rate	-	5.4	4.6	4.6	5.4	5.9	4.8	4.0	4.3	4.4	5.3
Index (1986 = 100)	-	100	85.2	85.2	100	109.3	88.9	74.1	79.6	81.5	98.1
Injury rate	18.1	16.8	15.2	15.9	18.0	16.9	9.8	9.6	5.6	4.6	6.2
Index (1986 = 100)	108	100	90.5	94.6	107	101	58.3	57.1	33.3	27.4	36.9
Labour productivity (tonnes/employee)	-	1.21	1.18	1.13	1.22	1.34	1.44	1.62	1.63	1.64	1.66
Index (1986 = 100)	-	100	97.5	93.4	101	111	119	134	135	136	137
Employees per manager	-	8.14	7.83	6.7	6.91	6.98	6.68	6.83	6.87	7.25	7.07
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The second type of change was the renewal of labour relations through a joint process, which would have an impact on management style, grievance settlement procedures and ongoing bargaining practices at the labour-management committees. Third, there was a change in the participation of the union and of employees (as individuals or as representatives of a job category) at various levels of consultation and decision-making through the progressive introduction of committees such as problem-solving groups, work organization committees, project committees and the like. Fourth, as part of a total quality process aimed at promoting employee empowerment and involvement, the parties implemented, again through a joint process, various degrees of worker functional flexibility and began forming self-managed teams. To this end, the hierarchical structure was delayered, resulting in a reduction in the number of supervisors, a redefinition of their duties, and the streamlining of co-ordination mechanisms. These last changes are explained in greater detail below.

Participatory System: Management Influenced by Employees

From 1993 to 1996, a vast participatory structure was created, capped by a committees co-ordinating circle and a total quality advisory committee. It was based on an essentially pragmatic approach. Various consultative mechanisms that allow direct employee participation were put in place (a dozen problem-solving groups and a number of project committees), while other mechanisms, such as the work organization committees,[1] institutionalized joint participation by employee representatives, unions, first-level managers and representatives of plant management on the same committee.

These participatory systems reflect democratized management to varying degrees. Some are of an informational nature, such as the annual Dialogue meeting, where management and the unions meet with all employees. Others are consultative, such as the project committees and problem-solving groups; the technical suggestions and investment recommendations made by those bodies must be approved by senior management. Finally, there are two consensus-based decision-making mechanisms: the organizing committees responsible for issues related to work organization and management, by department and service, and the advisory committee, which brings together employer and union representatives to manage the total quality program, including the problem-solving groups.

Though the process was not free of blunders and tensions, after three years the committees had earned a measure of credibility and proven effective. About 25 per cent of all employees (150 workers) participate or have participated in one of them and, in most cases, are supported by the unions' initiative and ability to act as a counterweight. The example of the most recent improvements to machine No. 6, in 1995, illustrates the difference between these changes and the first steps toward technological modernization, which were imposed upon employees. The more recent improvements were monitored, from the design stage to the final adjustments during setup, by a project committee made up of maintenance workers, paperworkers and one manager. Similarly, the new chip storage and screening system (1994-1995) was monitored and co-ordinated by a project committee from the design stage, and adjustments that affected employees were discussed by a work organization committee. But while these are established committees that operate on a regular basis, they have no official status.

The organizational and cultural effects of these mechanisms should also be noted, particularly their positive impact on knowledge transfer and the reskilling produced by employee participation in diagnosis and adapting equipment design (problem-solving groups and project committees). Project monitoring entails regular contact with suppliers and workers in other job categories, providing an overview and detailed understanding of procedures. This effect is amplified in the case of the employees involved in breaking in new equipment, since they serve as trainers. Finally, the non-hierarchical relations that prevail within these committees have a significant impact in terms of streamlining co-ordination.

There has also been a trend towards redefining the scope of the bargaining process at the plant and expanding the matters subject to negotiation to include issues such as work organization and some aspects of the plant's operational management. Also, new players in the bargaining process have emerged through the work organization committees, such as

[1] There are 12 work organization committees. Most departments have a work organization committee, though in some cases it is inactive.

representatives of micro-groups (positions or trades), supervisors and middle managers. Finally, the work organization committees and other now-routine conflict resolution practices have led to a decentralization of the bargaining process.

Can it be concluded, then, that in many ways plant management is increasingly influenced by union proposals and enriched by employee input? The new labour relations initiated by the 1993 survival plan have formed the basis for a new compromise between plant management and the unions. Unions have become actively involved in implementing genuine worker flexibility (including the creation of self-managed teams) in exchange for job security for permanent employees and about 50 spare employees, who are now integrated into the workforce. The unions' pragmatic strategy, based on protecting jobs, improving the quality of life in the workplace and defending employees' right to be consulted, is reflected in the modern management strategy now in effect. As part of a total quality program supported by the parent corporation, plant management has pursued efficiency through labour productivity and negotiated employee involvement.

In other words, a new compromise has gradually developed in which the unions' aspirations for job security, quality of life in the workplace, recognition of know-how and involvement in the plant's operational management are satisfied in part, while the company has made important gains in terms of productivity and efficiency by gradually implementing worker flexibility and negotiated commitment to quality, and by capitalizing on employees' initiative, expertise and commitment to improve the production process.

The new arrangement, however, remains fragile and limited, first because it is unofficial or quasi-official, and secondly because it is restricted by the principles enshrined in the collective agreement, which for the most part have not changed. The management rights clause still prevents unions and employees from having any say in either the *strategic or operational management of the plant*. The job classification system remains compartmentalized. The principle of promotion by seniority and the performance review and employee compensation systems often run counter to the development of versatility and team work.

Trade Flexibility and Assistance

Though the collective agreement refers to total flexibility, what actually exists is functional flexibility between trades within the two major maintenance categories, namely mechanics and electrical engineering. There is still little flexibility between production and maintenance employees.

Total flexibility between trades, subject to each employee's competencies, is very limited. It is seen only in the emergency maintenance units working the shifts. Expanded mutual assistance, or "troubleshooting flexibility," is the most widespread form. It eliminates waiting time, which is common during scheduled repair operations that require the co-operation of several trades in the electrical engineering and mechanics categories.

For some trades, flexibility can lead to compartmentalization and deskilling. By refusing, under the voluntary flexibility system, to perform the most difficult tasks (under stressful conditions such as excessive heat and noise), workers belonging to the most prestigious trades, such as mechanics, force other, less prestigious trades, such as welders and pipe fitters, to carry out these tasks, and close off their opportunity to perform the more skilled work associated with the former trades. Finally, some highly specialized trades, such as electrical engineering and hydraulics, which require continuous upgrading to keep pace with technological change, do not readily lend themselves to the flexibility principle.

Self-Managed Teams and Empowerment

The C-5 local agreement (1993-1998) provided for the creation of self-managed work teams, which were supposed to be sufficient to carry out and co-ordinate the work with the available human resources. The agreement also provided that, once the former spare employees were integrated into the teams, absent employees would no longer be replaced, and the team would absorb any work overload. However, due in part to slowness in providing training for replacement team members, the "no replacement" clause was strongly contested and indeed boycotted. This led to systematic use of overtime and the marginalization of the integrated employees, i.e., the former spare employees, who were theoretically members of the teams.

In accordance with the team empowerment objective, work co-ordination and control mechanisms were changed. Delayering eliminated direct supervision and streamlined relations among departments and services. The direct supervision ratio, i.e., the number of employees per foreperson/supervisor, rose from 17.9 in 1990 to 28.3 in 1995.

As the number of front-line supervisors dropped, their duties were redefined to focus on work planning, logistics and training team members. This has streamlined co-ordination mechanisms to some extent. Transferring certain control and co-ordination duties to team members, including quality control and communication with the departments during unplanned stoppages and emergency repairs, previously handled by the foreperson, has helped improve co-ordination by reducing down time and leading to faster identification of manufacturing defects. Also, participatory mechanisms, which promote lateral relations outside formal hierarchies, speed up and improve decision-making and problem-solving.

This is not to say, however, that the self-managed teams have been a success. Without a job rotation system, promotion tracks remain largely compartmentalized despite the greater interaction required to operate automated or computerized equipment. Nonetheless, some teams have been able to develop greater control over their work and a measure of independence in decision-making, notably in the thermo-mechanical pulp department.

To all appearances, the absence of everyday alternative mechanisms for group decision-making is the main obstacle to the development of the group empowerment model. For one thing, maintaining the conventional job classification structure seems to run counter to greater interaction among team members, a prerequisite to group decision-making. For another, the lack of a mechanism for settling disputes among team members gives rise to arbitrary decisions and the emergence of informal hierarchies within the teams, based on seniority or qualifications.

Economic and Social Performance

Despite the shortcomings, the process has yielded impressive economic and social results. One indicator that demonstrates the effectiveness of the partnership is the steady increase in productivity in the last three years covered by this study. Between 1993 and 1995, production per employee increased from 1.63 to 1.66 tonnes. While the 33 per cent gain in productivity from 1989 to 1992 was due primarily to drastic staff cuts and new technologies, the modest but steady increase from 1993 to 1995 is attributable to employee involvement and empowerment.

This preliminary finding is confirmed by the clear improvement in quality indicators (see Table 2), despite the obsolete paper machines and the tensions caused by the winder operators' work pace. The unions showed commitment to the total quality process, particularly during the ISO 9002 certification process. Participatory mechanisms helped enhance efficiency

Table 2

Quality Indicators for Paper Produced at Belgo Paper Mill, 1993-1995

Indicator	1993	1994	1995
Printing quality (linting)	80%	75%	50%
Resistance (performance in printing plants)	70%	72%	50%
Breakages/100 rolls	26	21	23
Rejected or torn paper	3.9%	4.0%	4.0%
Rank	-	53	50
Customer claims ($/tonne)	$1.11	$0.54	$0.40

Source: Belgo Division, Dialogue 1996.

by capitalizing on worker know-how. It seems that workers developed a general interest in and mutual control over product quality, particularly since the standardization of procedures required by ISO 9002 cut down on reprimands for poor quality and the tolerance of the new management style fosters experimentation and initiative. Employees seem to have internalized the company's message that quality can give them a comparative advantage over other plants with more modern equipment.

The effectiveness of the partnership is also reflected in the savings generated by fewer grievances, less absenteeism and a lower injury rate.Finally, the savings generated by solving recurring production problems and making better use of employees' qualifications and know-how should be noted.

Not only was the job security of the 550 unionized employees guaranteed, but after three years of partnership the unions won the extension of recall rights to 15 workers laid off in 1993, who were called back to do replacement work during the vacation period. Also, the company has hired new skilled workers, notably electrical technicians and water treatment technicians.

To measure employee satisfaction with the changes in progress, the results of a survey commissioned by the committees co-ordination circle are considered. Joint labour-management mechanisms received an approval rating of 81.9 per cent; 82.5 per cent of employees were in favour of greater involvement in decision-making; and 71.1 per cent were in favour of greater participation in work organization committees. This level of satisfaction, however, does not mean there is no resistance. The opposition was particularly visible in the autumn of 1994, when the legitimacy of the executive of local 1246 was challenged; in the end, it was confirmed by a 95 per cent confidence vote.

Tensions

The irritants generated or aggravated by the restructuring process include non-replacement of employees, staff shortages, inadequate training, unfair workload distribution, an inadequate and unclear communication system, lack of alternative mechanisms for group decision-making, lack of performance review and recognition mechanisms, and lack of mechanisms for greater employee involvement.

Workload has increased substantially for winder operators in the paper machine department in particular. As a result of the job cuts, there was a significant increase in tasks, such as inspecting rolls, issuing labels and conducting tests. However, the heavy workload is due primarily to the increase in the speed of the machines and new, computerized controls.

The lack of alternative decision-making mechanisms to replace the former system of everyday decision-making by supervisors or forepersons creates uncertainty, lack of communication and the emergence of arbitrary informal hierarchies.

The combined effect of systems automation, functional flexibility, the failure of the integration of spare employees, and the lack of training and full control over processes has caused some categories of employees to feel they have lost out in the restructuring. This is the case with the integrated employees, often scorned by their colleagues and confined to unrewarding work; before the demotions and the closing of some departments, these employees had attractive positions on the promotion track. The same is true of secondary trades, such as welders and pipe fitters, who because of their small numbers are confined to the most unpleasant tasks within their trades instead of becoming proficient in other trades, even though they have the necessary training.

As regards the participatory system, from the management point of view it is important to avoid creating false expectations and overstepping the committees' mandates, while meeting the many requirements. From the point of view of the employees who are not involved in the committees, particularly those who feel they have lost out in the restructuring, the issue is lack of protection: it is becoming increasingly difficult to contest decisions made by the work organization committee following extensive consultations. In fact, the committee's decisions enjoy virtually unshakable legitimacy and cannot be challenged through the union. This is mainly due to two factors. First, the union, the defender of employees who may be adversely affected by any given decision, is now involved in making the decisions. Secondly, when changes are made to the collective agreement, the consultation process often takes the form of expressions of general support at meetings in the workplace.

Role of Unions

As can be seen, the legitimacy of the participatory system and of the restructuring that stemmed from it depend in large part on the commitment of the union executives. The three union locals participate independently and with considerable initiative in the committees co-ordination circle and the advisory committee, thus guiding employees' involvement in the committees.

It is interesting to note the interrelationship – which is not free of conflict – between the decision-making mechanisms of the participatory system and the mechanisms of union democracy. Referred here in particular is the requirement for employee consultation before the work organization committees make any definitive decisions. In addition, a vote by secret ballot is held by the union at the plant when any change to a clause in the collective agreement is involved. Union democracy thus seems to be part and parcel of the new decision-making mechanisms of the participatory system.

Paradoxically, as the unions' influence over the plant's operational management seems to grow, their own legitimacy as organizations representing employees is placed in question. For one thing, the union executives are losing direct, daily contact with the members; for another, participatory mechanisms such as the work organization committee let micro-groups of employees express themselves independently of their union representatives and foster the emergence of new leaders not necessarily identified with the union. The influence of these new leaders is legitimized by the fact that it is on these committees that practical problems are solved and the tensions caused by the restructuring are discussed.

Conclusion

The Belgo paper mill's experience is instructive in many respects. It clearly illustrates how proactive union participation in designing and implementing a new work organization helped solve technical and organizational problems related to issues such as empowerment, qualifications and flexibility, which were undermining productivity and efficiency.

At the same time, although work co-ordination and control mechanisms were streamlined and interaction among team members was strengthened, the idea seems to have been to change the role of the operators and the teams without changing their subordinate status. Measures to promote employee autonomy and empowerment seem to have reached stagnation, while the restructuring is being impeded by the compartmentalized job classification system and official rules that lock employees out of management processes.

The variety and legitimacy of the participatory system has indeed helped increase employee involvement and develop a local management style influenced by union and employee initiatives. However, the range and scope of participation in management remain partial and incomplete. Given that union participation in management is confined mainly to work organization and some aspects of daily operations management, it may be concluded that the scope of the bargaining process has been expanded only to a limited degree; it still remains within the bounds of traditional labour relations.

In summary, the new arrangement between management and the unions at the Belgo paper mill remains fragile. This is underscored by the fact that many of the changes introduced are unofficial or quasi-official, and their legitimacy is largely dependent on the tenacity of the local players.

"CARING TOGETHER" – THE IMPACT OF COOPERATIVE LABOUR RELATIONS ON RESIDENT CARE IN LONG-TERM CARE FACILITES

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1 —Background and Objectives

Ontario's long-term health-care sector is undergoing a period of transition and tension, both in the context of overall health-care system change and as a result of demands placed on the sector by demographic and social shifts. Change and complexity in any industry pose labour relations challenges, and the impacts are felt even more profoundly in the health-care sector where the morale and attitudes of care providers intrinsically affect the quality of care provided.

The Christian Labour Association of Canada and its affiliated locals, together representing approximately 6,000 members working in almost 100 Ontario long-term care environments (hospitals, homes for the aged, nursing homes, retirement homes, and community care centres), recognized this complexity and believed it worthwhile to initiate a search for new solutions to nagging problems. In the latter part of 1998, a committee of staff representatives invited three management representatives from different organizations, who together had significant profile in the industry, to discuss whether a pilot project might be initiated in order to develop a better understanding of the issues.

The parties involved shared a starting premise that a cooperative labour relations environment in a long-term care setting would result in better care for residents. In order to seek qualitative and quantitative documentation to test this premise, a research study was undertaken involving 24 Ontario long-term care facilities. Half served as a control group and the other half as a test group.

The front-line supervisors and union stewards from the facilities in the test group were invited to a two-day conference dealing with "win-win" grievance resolution techniques. Various data sets were collected from both the control group and the participating group for the four-and-a-half month periods before and after the conference.

The objective for the project was to assist front-line supervisors and union stewards to develop skills and understandings that would lead to creative solutions to the challenges faced in Ontario's long-term care sector. This was to be accomplished by sponsoring a joint Labour-management conference through which:

- A customized seminar curriculum developed by the Centre for Labour-Management Development in Winnipeg, Manitoba, covering topics such as responses to conflict, understanding the barriers to settlement, and principles of dispute resolution;

- A participatory role-playing exercise that provided conferees an opportunity to practice these skills using actual situations drawn from the long-term health-care sector was developed; and

Both participating facilities and a control group of nonparticipating facilities shared data for a period before and after the conference. An attitude survey was conducted at the conference and again on September 30, 1999. The results and analysis contribute to our understanding of how labour relations affects employees' ability to provide quality resident care.

2 —Literature Review

A significant amount of study has taken place in recent years on the subject of labour-management cooperation. A thorough review of the literature – either on the overall theme or on specific initiatives such as mutual gains bargaining, quality of working life initiatives, the high-performance workplace, or learning organizations, to name a few of the more prominent monikers which accompany this trend – is beyond the scope of this paper. However, it is helpful to place this study within a larger context.

Mark Alexander, in his *Transforming Your Workplace*,[1] suggests that cooperative labour-management initiatives require the learning of a new and very different skill set on the part of both management and labour. He suggests that joint initiatives should be started in an emerging area, rather than an existing

[1] Alexander, Mark. *Transforming Your Workplace: A Model for Implementing Change and Labour-Management Cooperation* (Kingston, ON: Queen's IRC Press, 1999).

area of conflict between the parties. This training is best done jointly and involves an independent third party. Once learned, it is necessary to refresh formal training of these skills periodically.

Although by using grievance resolution our study does not begin in an emerging area, the general approach to learning these skills is consistent with the suggestions made in Alexander's paper and the literature that his study builds on.

This focus on grievance resolution was not accidental. As Sean Doyle notes, the grievance procedure is at the heart of the collective agreement, and its effective use can improve a labour-management relationship.[2] Besides managing conflict and resolving disputes, the grievance procedure can compensate for ambiguity in contract language, improve perceptions of fairness and equity, and ensure consistency in policy formulation and application. The grievance procedure can become a valuable forum for information communication in which "management is made aware of actual or potential problems in the workplace and this information enables the enterprise to diagnose the problems and take corrective action."[3]

The collection of absenteeism data was a response to the prevailing conception that the quality of care increases when residents have consistent care givers. Absenteeism is an issue in this industry that is often the source of disagreements between the labour relations parties.

In a 1990 study of absenteeism among the nursing staff at Mount Sinai Hospital in Toronto, Ontario, two of the top five reasons given for absenteeism of one to three days were stress and the need for mental health days.[4] Since data collection was already necessary for this study, it was thought beneficial to collect absentee data in an attempt to determine whether any patterns or correlations might be found that could form the basis for future research.

3 —Methodology and Selection

Two groups of 12 long-term care facilities were approached to participate. These groups were generally comparable in terms of the size of facilities and workforce, type of ownership (single facility or chain), and other relevant features. The average size of the participating group was 80.4 beds while the average size of the control group was 91.5 beds. All of the facilities were organized by the Christian Labour Association of Canada, or one of its locals, and were licensed long-term care facilities in the province of Ontario.

Because participation in the conference required a financial commitment on the part of the facility (the wages for participants for the two days and accommodation and meal costs for management participants), the composition of the participating group was biased by their willingness to participate. An initial list was drawn up by the steering group which consciously reflected broad participation involving various ownership groups and facility sizes. Only two facilities on this initial list declined to participate.

After the makeup of the participating group was finalized, the control group was selected by matching each participating facility with another that compared on the various criteria. All of the facilities agreed, with the exception of the same facilities who declined to participate in the conference. Only six of the 12 control group facilities, however, submitted usable data. Eight of the 12 participating facilities contributed complete data sets.

It was recognized that the method of selection provided an inherent bias in favour of cooperation on the part of the participating group and that conclusions based on direct comparisons between the two groups would be unreliable.

4 —The Conference

The participating group took part in a two-day conference held at the Nottawasaga Inn in Alliston, Ontario, on May 11-12, 1999. A total of 90 persons attended this conference, including an equal number of union stewards and front-line supervisors from each facility.

The focus of the conference was to develop a constructive, cooperative approach to conflict resolution among the attendees. The combination of lecture material, group brainstorming, and working through case studies and role play was intended to provide information to assist in this approach as well as developing some of the practical skills required.

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[2] Doyle, Sean. *The Grievance Procedure: The Heart of the Collective Agreement*. (Kingston, ON: Queen's IRC Press, 1999).

[3] Doyle, Sean. *The Grievance Procedure: The Heart of the Collective Agreement*. (Kingston, ON: Queen's IRC Press, 1999).

[4] Deutsch, Nancy. "Helping Nurses Cope with Shiftwork" in *Canadian Health Care Management*, September 1999, 115-116.

Current Frustrations

The conference opened with a brainstorming exercise in which conferees identified the following problems and frustrations with the grievance resolution process:

1. timeliness (or lack thereof) in resolving problems;
2. training required to understand the process;
3. often the process doesn't address the "real" problem;
4. participants don't really *listen* to the other side;
5. promotes adversarial relationship;
6. focuses on *who's* right, not *what's* right;
7. cultivates mistrust between parties;
8. grievance procedure implies a negative;
9. issue can become one of control between union and management;
10. costly;
11. people take it personally;
12. implementing a resolution can be as big a problem as the original grievance, especially after a lengthy time delay;
13. process has a built-in "narcotic effect" as people abdicate responsibility because it is easier to let third parties decide;
14. some questions about how productive the process really is; and
15. result can be a "lose-lose" scenario where neither party is happy with the outcome.

Suggestions for Improvement

Several observations were made about the traditional grievance process:

- The state of the labour relationship is not defined by the number of grievances. The absence of grievances may mean that issues are not being dealt with. A better measure is how efficiently and effectively differences between the parties are handled.
- The further along in the grievance process that an issue is resolved, the greater the cost is and the less control the parties who have to implement the solution will have. A first-step grievance is usually resolved with the direct involvement of front-line participants while arbitrations involve a third-party making a decision, often based on the arguments made by outside counsel.

A "conflict audit" was suggested in order to help focus on the process. It included:

An efficiency test – How many grievances are resolved at each step of the process? If there are steps at which no resolution is ever reached, why have that step? Are the time limits associated at each stage followed? If not, why not?

A cost test – Calculate the direct costs to the parties (arbitrator, nominees, counsel) as well as the indirect costs (number of person-days for staff, witnesses, and other persons involved in attempting to resolve the dispute). In addition, the undefined costs of morale loss, effects on productivity, resident care, and reputation can be identified, if not precisely calculated. These factors can be put together into a cost-benefit ratio and considered against the issue in dispute.

Types of Problems

Some time was spent discussing the difference between the three basic types of grievances that arise.

Disciplinary Action – One-third to one-half of all grievances focus on whether there was just cause for discipline or whether the penalty was appropriate.

Contract Interpretation – One-quarter to one-third of all grievances focus on differences of interpretation in what the wording of a contract means when applied to a specific fact situation.

Management Judgement – One-quarter to one-third of all grievances focus on subjective decisions by management.

Understanding what type of grievance is being dealt with and the dynamics that characterize the different types of grievance help in effectively resolving grievances.

Stages of Dispute Resolution

The bulk of the conference was spent in working through the five stages of dispute-resolution. Steps

can be taken at each stage by both parties to identify questions of real difference which should be taken to resolution and minimizing grievances that develop a life of their own but could be avoided. These were examined through case studies and interactive role play where the principles could be identified as well as problem-solving skills practiced.

The principles identified at the five stages were:

The pre-decision stage – Avoid having the parties "lock into" positions by using appropriate consultative and even negotiating processes before making a decision.

The pre-grievance stage – Discussions at the early stages will allow decisions to be made while the costs to the parties are at their minimum. If the discussions do not result in resolution, they are still worthwhile in that the parties have a better understanding of where the real dispute lies, and the grievance can be drafted in a clearer and more focused manner.

The grievance process – Draft a Statement of Facts as early in the process as possible, breaking down areas of disagreement into the smallest units possible. Work together to define the issues in a series of precise "closed-ended questions" (those requiring yes/no answers). This will narrow the scope of an arbitrator if the case proceeds that far and reduce the risk of a solution being imposed that neither side wanted.

The pre-arbitration stage – Recognize the power of deadlines and set the dates as early as possible. Use a mediator to try to narrow the issues and have mediators function as problem solvers.

The arbitration stage – Various steps can be taken to minimize the number of days required for an arbitration hearing.

At each of the stages, participants were encouraged to learn to identify the settlement dynamics and channel them towards a solution. These dynamics included:

1. Have an open mind. Look for new information and different options for settlement than the one you are leaning towards; avoid simply seeking to confirm your opinion.
2. Understand the story from the other side. Concentrate on understanding what they want to "get out of this."
3. Let grievors get it off their chest. There is a cathartic effect in letting grievors tell their story. Provide that opportunity as early as possible, and ensure grievors know their concern has been listened to.
4. Recognize that 90 per cent of interpersonal conflict is based on miscommunication. Spend the time to ensure both sides are working with the same factual assumptions.
5. Try to work from areas of agreement rather than disagreement.
6. Recognize the power of deadlines in forcing decisions.
7. Accept that conflict is a fact of life, and focus on solving the problem, not bemoaning the fact that a problem has developed.
8. Keep conflict in perspective. Typically the 90/10 rule (90 per cent of issues involve 10 per cent of members/managers) is valid, and, remember, the vast majority of people you work with are still making things run smoothly.
9. Every dispute affects the relationship between the parties. Grievances can either be a sore point or a learning experience that builds a foundation for solving difficult issues together.
10. The solution you control is better than the solution imposed on you.

The focus of the conference was an interactive educational seminar presented by Robert Pruden, from the Centre for Labour-Management Development Inc. in Winnipeg, Manitoba, entitled *Win-Win Grievance Resolution*. This program was customized for the long-term care setting with actual case studies drawn from recent experience used for the role-play and simulations. All participants received a 70-page binder summarizing the material presented.

The feedback received from those attending, both at the conference itself and in labour-management meetings held at the facilities in the month following the conference, report that the material was well-received by virtually all attendees.

5 —Effects on Attitudes

Prior to opening the conference, participants were asked to complete an attitude survey of 30 questions. Space was also provided for open-ended comments.

The questions covered six areas:

1. effects on resident care;
2. job satisfaction;
3. perceptions of union responsibility;
4. perceptions of management responsibility;
5. perceptions of labour-management process; and
6. perceptions of the results from this process.

Ninety surveys were collected, 44 from management representatives and 46 from union stewards. The same survey was sent to participants at their facilities in late September, with the request that those who attended the conference fill out the survey on September 30 and return it. Fifty surveys were returned, 29 from management and 21 from union stewards.

The 30 questions – all stated as positive statements – provided a seven-point response option (Strongly agree, Moderately agree, Minimally agree, Indifferent, Minimally disagree, Moderately disagree, Strongly disagree). The answers were assigned a value from one to seven (with one being Strongly agree) and an index of average responses in each of the six areas was created. This allowed for comparisons between the May and September answers.

The averages for the two surveys were compared using the statistical calculation called the Student's T-Test, which calculates whether the two means are the same or different (two-sample variance, homoscedastic and two-tailed, statistical significance at $p<0.005$).

There are statistically significant positive changes in the groups attitude towards the impact of cooperative labour relations on resident care, the role of management in the labour relations process, the value of the process, and the results of the process. The results of both the management and union subgroups were analyzed to see if it could better identify from where the changes came. Because of the smaller sample size for the subgroups, achieving statistically significant results was much less likely.

The only result that is close to being statistically significant is the attitude of management towards the impact on resident care.

Despite the relatively small sample size, very clear and significant attitude changes were measured on the part of the stewards. This includes a greater appreciation for both management and the union's

Table 1

Participants Attitude Change

	May (n=90)	September (n=53)	Difference	Probability
Resident Care	1.96	1.57	0.28	0.005
Job Satisfaction	2.22	2.03	0.18	0.2078
Management Responsibility	2.38	1.97	0.42	0.01
Union Responsibility	2.13	1.95	0.18	0.2127
Labour-Management Process	2.02	1.75	0.27	0.0255
Results	2.83	2.31	0.52	0.004

Table 2

Management Attitude Change

	May (n=90)	September (n=53)	Difference	Probability
Resident Care	1.76	1.5	0.26	0.0765
Job Satisfaction	1.74	1.74	0	0.9855
Management Responsibility	1.77	1.82	-0.55	0.6696
Union Responsibility	2.14	2.14	0	0.996
Labour-Management Process	1.82	1.8	0.02	0.8527
Results	2.3	2.1	0.2	0.2637

Table 3

Union Steward Attitude Change

	May (n=90)	September (n=53)	Difference	Probability
Resident Care	2.14	1.37	0.46	0.0705
Job Satisfaction	2.68	2.48	0.2	0.4944
Management Responsibility	2.95	2.18	0.77	0.005
Union Responsibility	2.11	1.65	0.46	0.0162
Labour-Management Processl	2.21	1.69	0.52	0.01
Results	3.36	2.63	0.73	0.0198

roles and contributions as well as improved attitudes towards the labour-management process and results.

6 —Effects on Grievances and Sick Time Rates

The conference had little effect on the total number of grievances. Both the control group and participating group noted a reduction of grievances between the two data collection periods in the range of 25 to 33 per cent respectively. This might be partly explained by the time of year the data was collected.

What is noticeably different is the efficiency with which grievances were resolved. In the control group, the percentage of grievances solved at first or second stage (without outside assistance) decreased from 87 to 67 per cent between the two periods. In the participating group, the percentage increased from 58 to 77 per cent.

While the conclusions must be qualified given the statistical limitations, the raw data does support the hypothesis that the labour relations environment can be reflected in the number of grievances and absenteeism rates. The rates range from two to six times that of the participating group for comparably sized data sets. The sick time rates of the groups doubled in the measured periods, following a general industry trend with higher absentee rates during the summer season.

Table 4

Grievance and Sick Time Rates

		January - May	May - September
Sick Time*	Participating	80.4	165
	Control	301	621
Grievances**	Participating	12	9
	Control	32	21
Stage One	Participating	2	4
	Control	14	7
Stage Two	Participating	5	3
	Control	14	7
Conciliation/Mediation	Participating	3	0
	Control	3	1
Arbitration	Participating	2	0
	Control	0	1

* Sick time numbers are average per facility.
** Grievances are total for the group.

7 —Summary and Conclusions

The results from both the attitude survey and the grievance data support the premise underlying this study: a cooperative labour relations environment improves morale and will positively impact on resident care. The experience, the literature, and the feedback from participants confirm that building cooperative labour relations requires the front-line labour relations practitioners – management supervisors and union stewards – to be trained in the requisite skills to make it happen.

Data analysis also suggests:

- As the problem-solving skills of supervisors and stewards increase, their reliance on third-party assistance decreases. Given the cost of third-party facilitation and arbitration, economic arguments can be advanced for greater investment in labour relations skills training. This is true without accounting for the expressed dislike on both sides for third-party solutions.

- The data regarding grievance resolution after the conference, and the positive attitudes measured towards the labour-management process and results obtained from it, both suggest a correlation between the attitudes and measurable outcomes. While specific outcomes have not been measured to test the positive attitudes toward improved resident care, it should be noted that both labour and management participants observed this correlation.

The quantifiable results, combined with the positive anecdotal feedback received by both the management and union representatives on the steering committee, leave it convinced that more initiatives designed to improve the communication and problem-solving skills of workers and managers in the long-term care sector make both labour relations sense and offer promise for improved care for residents.

The 1990s has been a decade of increased pressure on the health system due to many factors, including an aging population, shrinking tax base to support public programs, medical advancements prolonging life expectancy, and increased expectations on quality of life and quality of service. These pressures require significant restructuring of the health-care delivery system, both now and in the immediate future.

The seeds of change planted during the past 10 years will continue to grow during the next 10 years. The primary resource of the health-care system is people – the health-care providers – and it is of paramount importance that methods are achieved to effectively utilize the time, energy, and expertise of the human resource to the benefit of the residents and subscribers of the health-care system.

On entering the new decade, it is clear that the parties must focus on more productive joint initiatives, similar to the successful pilot project portrayed in this report. By caring together, we can make our long-term care facilities a happier place to live and work.

The views and opinions expressed in this document are those of the conference participants, and do not necessarily reflect the position of the Labour Program, Human Resources Development Canada.

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MERCK FROSST CANADA & CO.: PRACTICES TO PROMOTE A BETTER WORK-FAMILY BALANCE

Suzy-Philippe Biouele, Isabelle Savary, and Sylvie St-Onge
École des hautes études commerciales

The global market for pharmaceutical products is valued at over $300 billion (US). Merck Frosst Canada & Co., the Canadian subsidiary of Merck & Co., is the largest pharmaceutical company in Canada. It was formed when the Canadian subsidiary of Merck & Co. merged with Charles E. Frosst in 1965. Disease prevention and treatment and drug accessibility are central to the mission of the parent company, Merck and Co. It has adopted a growth strategy built on developing new products, improving their market position and forming partnerships with hospitals, physicians, pharmacists and governments.

Merck Frosst Canada & Co., a non-unionized organization, has about 1,500 employees, 48 per cent of whom are women. The company operates production facilities that manufacture approximately 30 products for the Canadian, American and European markets. One of its eight international research and development centres is located in Kirkland, near Montréal, Quebec. This centre for therapeutic research specializes in developing new treatments for respiratory and inflammatory diseases. In Quebec, the pharmaceutical industry is concentrated in the Montréal area, and all the major international players (Wyeth Ayerst, Hoechst Marion Roussel and many others) have facilities there.

Merck Frosst Canada's human resources policy consists in building a leadership culture so as to maximize organizational performance and employee satisfaction by developing and enhancing employees' skills and by promoting a productive work environment.

Family-Friendly Management Practices

In recent years, the company has introduced a number of management practices and employee services to help workers achieve a better work-family balance:

"Mère framboise" Day-Care Centre – Since June 1, 1992, the company has subsidized a day-care centre located one kilometre from its Kirkland facilities. The centre can accommodate up to 60 children ranging in age from six months to five years. This service is available only to employees of the company.

Flexible Hours – Office workers can tailor their work schedule to suit their needs and preferences. Their hours of work run from 7:30 a.m. to 6:00 p.m., but they must be on the job between 9:30 a.m. and 3:30 p.m. to make sure clients receive quality service. These employees begin their day between 7:30 and 9:30 a.m. and finish work between 3:30 and 6:00 p.m. The workday is 7.50 hours in length, and the workweek, 37.50 hours. This flexible schedule helps employees manage their personal lives without compromising their work because of absences or lateness. Employees must have their personalized work schedule approved by their manager.

Approved Absences for Personal Business – Occasionally, employees can obtain permission from their immediate superior to take time off, preferably early in the morning or later in the afternoon, to take care of important personal business.

Easy-Access Food and Laundry Service – At the end of their workday, employees at the Kirkland plant can take home a meal ordered at noon from the company cafeteria. The meal is placed in the employee refrigerator and labelled with the name of the employee, who can pick it up after 3:30 p.m. The company also offers a dry cleaning service, with pick-up and delivery between 11:30 a.m. and 1:30 p.m. daily.

Bank Machine – A Canadian Imperial Bank of Commerce bank machine at the Kirkland site helps employees manage their time more effectively by allowing them to do their banking without leaving the premises.

Modified Work Week – For a time between 1986 and 1998, production and quality management staff worked a four-day week, Monday to Thursday, from 7:30 a.m.

The authors acknowledge the collaboration of Anne-Marie Phelan, Section Chief, Staffing and Diversity Department, Merck Frosst Canada & Co.

to 5:30 p.m. Any time worked beyond the normal 37.50 hour work week counted as overtime. The four-day week gave employees an additional day to take care of personal business. Because of the addition of a second night shift, the production staff now work a five-day week. Some technicians and office staff in the quality management department continue to enjoy a four-day schedule.

Other Customized or "Case-by-Case" Benefits – Sometimes, the company will approve special requests from employees or help them achieve personal goals. For example, the company usually grants one year of leave without pay to employees who want to continue their education and obtain a work-related diploma. However, to meet the needs of a translation supervisor in the human resources department who wanted to do a master's in psychology, the company introduced an eight-month/four-month job-sharing formula and hired a permanent employee to replace the supervisor in his absence.

The Diversity Program

In 1995, Merck Frosst Canada's human resources professionals developed the diversity program, which had two components, one relating to employment equity and the other to work-family balance. The first component was approved by the company's board of directors in 1995, while the second, a program of innovative work arrangements, was submitted to the board and approved late in 1999.

When it introduced the program in 1995, the company surveyed all its employees about their views on pension plans, benefits, career advancement and work-family balance. The survey results showed that work-family balance is a major concern, particularly for female employees. The employees expressed the following opinions:

- They regretted that there were no permanent part-time positions. Some employee groups, such as women with children and people with health problems, wanted to work part time.
- They felt the existing practices that promoted work-family balance, such as the day-care centre and the availability of cafeteria-cooked meals for home consumption, were not sufficient.
- They wanted the company's senior managers to be more supportive of a culture conducive to work-family balance.
- They felt that the existing policies on work-family balance were managed in an overly rigid and standardized way.
- All the employees wanted the option of working flexible hours.

Following the survey, the staffing and diversity department of the human resources branch decided in 1995 to institute pilot projects to promote the "work-family balance" component of the diversity program. The pilot projects, now integrated to the corporate culture, which vary from department to department, enable other groups of employees to take advantage of unconventional work arrangements. For example, in the informatics and research departments, employees returning to work from maternity leave can opt temporarily for a shared work week (2 days/3 days or 2½ days).

WIDENING SALARY BANDS AT THE NATIONAL BANK OF CANADA

Marine Messin and Sylvie St-Onge
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The National Bank of Canada has been a part of the economic life of Canadians and Canadian business for nearly 140 years. With over $70 billion in assets, it is the sixth largest chartered bank in Canada. Through its 646 branches and 38 commercial banking centres across the country, it offers a broad range of financial products and services to individuals and businesses (trust and brokerage services, special financing, automated banking solutions, investment funds and insurance). The National Bank is divided into two large activity areas: the Personal and Commercial Bank and the Financial Markets, Treasury and Investment Bank. Nearly 80 per cent of its 17,000 employees are women and about 35 per cent work part time.

Adjusting to the New Business Context

In order to remain competitive, the Bank has in recent years focused on broadening its range of financial products and services, paying closer attention to customer needs and increasing its use of electronic communication networks. In addition, the need to adjust to the new banking market and reduce operating costs led to more flexible organization of work, greater use of part-time staff, and introduction of more technology into the workplace. The Bank also changed its management philosophy and structures in response to a number of external pressures, including the decompartmentalization of financial services, deregulation, greater competition and changing customer requirements.

The main challenge for the Bank in undertaking this extensive reform of its management culture and systems was to ensure that the staff took ownership of the change process and bought into the shift to a technology-based work environment. To enlist staff support and commitment, the Bank launched a continuous improvement program in 1995. The aim of the program was to encourage staff to develop the skills and abilities required to work in a technology-based environment and the behaviours needed to achieve business objectives. The banker's job had to be redefined and a sales and service culture had to be promoted. Providing deposit and loan services would no longer be enough. Now, staff would have to give advice and propose appropriate solutions in most spheres of financial activity. In order to meet the challenge, the National Bank had no choice but to transform its workforce, invest in staff training and attract people with new skills. This transformation of the workforce called for a change to the pay situation as a whole and to salary administration in particular.

The Traditional Salary Administration System at the National Bank of Canada

The Bank had adopted the Hay job evaluation system in the early seventies and then modified it to some extent during the eighties. Under the Hay system, a point-factor scheme is used to assess the value of jobs on the basis of their requirements relative to benchmarks. Until the early nineties, the pay structure at the Bank, which had 1,700 jobs grouped into 27 grades, encouraged a "reclassification and promotion" mentality. This situation caused considerable instability both in customer relations and in management. Since remuneration was based mainly on the length and complexity of job descriptions, some employees would spend a great deal of time and energy writing very "creative" job descriptions in order to justify a re-evaluation of their positions and, they hoped, a pay raise. Furthermore, the values favoured by the Hay system were loyalty, security, devotion to duty and conformity, whereas the Bank now had to focus on the employability, versatility, competence and accountability of its staff.

The concept of merit pay, which was an integral part of the Bank's traditional salary system, had its limitations too. First of all, the merit pay grid did not give managers enough latitude to differentiate, in terms of compensation, between the more productive

The authors wish to thank André Bourque, Senior Manager, Compensation Department, National Bank of Canada, for his collaboration.

employees and the less productive ones. During the seventies and eighties, pay rates were driven by spiralling inflation, and it was possible to recognize the better employees by means of annual pay increases. In the nineties, however, the situation changed markedly because, as inflation dropped, so did the annual increases.

Pay increases were based on an employee's performance and where his or her annual salary stood on the pay scale. Thus, when pay scales were rising only slightly, employees whose salaries were already in the top half of the scale had little to gain even if they performed at a superior level, and therefore they were not motivated to give of their best. Furthermore, since the productive employees quickly reached the top of their pay range, there were more and more exceptions to the standards. As a result, it became increasingly difficult to attract and retain strong candidates while complying with existing standards and policies.

The National Bank's New Salary Administration System

Even though the traditional salary administration system was proving to be less and less appropriate, senior management knew that any attempt to change it would meet with resistance. Over the years, the staff had come to trust the system. For one thing, they understood it: clearly defined policies stated when and how they could move up the pay scale, so pay increases were entirely predictable and were taken for granted. For another, managers found the traditional system easy to administer: it was based on rules and policies that had been drafted and communicated by the human resources professionals, so the managers were basically absolved from any responsibility for the results of those policies.

However, in order to deal with the new business context, senior management at the Bank wanted its human resources management programs to make managers and staff more accountable. The human resources professionals therefore recommended a simpler structure for the job classification and pay systems. They proposed a structure based on five job families: sales and service, credit, information technology, support, and specialized assistance.

Each family was associated with a particular career path and consisted of jobs with similar knowledge and skill requirements. The 1,700 positions were grouped on the basis of 175 functions and seven levels. Instead of specific, well-defined and delimited positions, the new job structure referred to a broader, more generic definition of functions that essentially comprised a statement of purpose and an outline of the main activities and responsibilities. These new broader functions focused on versatility and the accumulation of skills and abilities. At the same time as the new structure was introduced, the number of management levels and positions was reduced. As a result, the scope of the individual manager's work expanded, his or her responsibilities increased, and many employees gained greater autonomy.

Under the new system, a person's salary reflects his or her long-term contribution and must be within the broad salary bands associated with the seven levels. Salary is based on two criteria: salary levels for comparable functions in the outside market, and the employee's contribution (responsibilities, performance, competencies, etc.). These broad salary bands make it possible to determine an individual's salary on the basis of demonstrated achievements, knowledge, behaviours, skills and abilities, as well as responsibilities taken on. Incumbents can therefore earn pay raises without being promoted, by increasing their contribution, taking on more responsibilities, broadening their range of achievements, and enhancing their competencies. The salary bands are segmented to cover a number of contribution levels, ranging from the learning phase to excellent performance.

In addition, a profile of benchmark contributions for the various generic functions has been developed so that the salaries of employees performing the same function can be set within a range below, equal to, or above that of the benchmark contributor. The benchmark contribution is a tool to help managers justify the salary levels of their employees. The benchmark contribution profile encompasses all the components of human resources management (staffing, training, core competencies, performance evaluation) and presents an integrated description of the expectations associated with each function.

The benchmark contribution is divided into two parts:

1. the anticipated role or purpose of the position, main responsibilities, skills sought and knowledge required; and

2. the characteristics of the contribution, so as to establish the levels of employees performing the same function against the following criteria:

   - scope (i.e., type and extent of responsibilities, in relation to a given salary range);
   - continuous achievements and results that are relevant to the function and have been observed over a multi-year period; and
   - demonstrated skills and behaviours.

The benchmark contribution also states the baseline salary, which is the range within which the employee's salary should fall if he or she carries out the anticipated responsibilities fully, if his or her work reflects continuous achievements, and if he or she demonstrates the desired skills and behaviours. The range corresponds to a segment of the salary band and represents the market rate.

In general, the middle range of the band corresponds to a contribution level that employees may normally be expected to reach, while the top segment corresponds to an outstanding contribution on a continuing basis or to performance by a junior employee demonstrating readiness to assume senior-level responsibilities. Salary administration of this kind makes it possible for an employee to advance within a salary band not only by increasing responsibilities and improving performance but also by demonstrating knowledge and skills considered essential for carrying out the organization's business strategies.

In short, because the salary bands are broader than those of the traditional job grades, the Bank can vary salaries depending on individual employees' contributions, without prompting them to seek new positions or forcing them to wait for a promotion to come along.

The Bank is basing its new salary administration approach on manager accountability and greater flexibility. The salary administration framework may be described as follows:

Management of the salary budget – Managers operate within an annual salary budget, including a certain percentage increase to reflect economic conditions and market trends. They can create some additional room to manoeuvre through staff movements (e.g., promotions, departures, hiring) during the year and through continuous improvements to staff strength. In addition, the salary bands are reviewed annually and amended as required to reflect changing market conditions.

Annual salary adjustments – Every year, managers analyse the placement of each of their employees within the salary bands and can change those placements, with due regard for fairness within the organization, to reflect the extent of employees' responsibilities relative to others, improvements in their knowledge, behaviours, skills and abilities, and their achievements on a continuing basis. Thus, a salary increase does not merely reflect recognition of an employee's competence.

Change in function during the year – Where an employee has been promoted to a higher-level function, the manager may adjust that employee's salary after comparing it with those of other employees with comparable competencies and responsibilities who are performing the same function. Normally, however, a salary increase upon promotion cannot exceed 10 per cent. Where an employee has been transferred to a different function or has been given additional responsibilities, the manager may adjust the salary after examining the extent of the new responsibilities and the person's position within the salary band. Normally, however, a salary increase in such circumstances cannot exceed 5 per cent; it may be given at the time of the change or after a certain period of time in recognition of actual performance.

Treatment of special cases during the year – It may be appropriate to adjust salaries, as the need arises, to reflect market changes, retain employees who are being wooed by the competition, or rectify cases of pay inequity or unjustifiable pay disparity with jobs outside the organization.

Effectiveness of the New Salary Administration System and How It Is Viewed by Employees

The new salary administration system should encourage employees to be more versatile and should promote greater stability. It also gives managers a more prominent role. Now, they have to determine the anticipated contribution of each function, analyse the actual contribution of employees, and tell them what their ideal position within their salary band is,

given the allotted budget. From now on, the role of the human resources professionals with respect to managers will be to advise them on salary administration. To do so, they must, among other things, design tools and provide internal-external comparative analyses to help managers determine the right salary positions for their employees. The decentralization of salary administration to the managers is clear recognition of the fact that they are the ones who know their requirements, their means and their employees' contributions best and who are in the best position to track and reconcile those elements.

A recent survey of 1,000 employees performing various functions shows that the level of understanding and acceptance of the new salary administration system varies. Some employees are quite familiar with it and understand how their salaries will be managed in future. Others do not understand why the Bank moved from a transparent system to one in which pay increases are awarded at their supervisor's discretion. This lack of understanding may be due to the fact that managers have not received any corporate training on the subject; all their information has come from documents, or meetings with their regional director.

According to the survey, people also find it difficult to accept that seniority or years of service with the organization will no longer be taken into account under the new salary administration system. In the eighties, pay rates rose steadily from year to year because of spiralling inflation, without reference to performance or increased responsibilities. Today, because of low inflation and the pressures created by the new business environment, employees must accept that their salaries are not going to rise as much and that any increase will be based on the contributions they themselves make.

AMERICANADA: A CULTURE FAVOURABLE TO WORK-FAMILY BALANCE

Suzy-Philippe Biouele, Isabelle Savary, and Sylvie St-Onge
École des hautes études commerciales

Americanada is a travel wholesaler that acts as an intermediary between cruise lines, air carriers, car rental companies and hotels on the one hand, and travel agencies, on the other. Its role is to purchase airline and cruise tickets in bulk in order to receive preferred rates. The lower the fares negotiated, the more low-cost trips can be offered to travel agencies.

Americanada's clientele comprises 5,000 travel agencies located throughout Canada. Its main products are "à la carte" trips to southern destinations and cruises, but it also offers group travel with tour directors. Like certain cruise lines, Americanada holds exclusive rights to sell some products in Canada.

Americanada is a family business located in Montréal, Quebec. Its organizational structure has three levels: company executives (the members of the Bergeron family); managers and supervisors; and accounting clerks and reservation agents. Each of the three sections of the organization (Group Tours, Southern Destinations and Cruises) has a reservations supervisor and an accounting manager. The company also employs sales representatives.

The company's workforce comprises a total of 120 employees, 92 per cent of whom are women. Close to 75 per cent of the employees are reservation agents, who start their work day at 9:00 a.m. The reservation agents are between 20 and 30 years of age, and the supervisors, between 30 and 45.

Practices Conducive to Work-Family Balance

Like many small and medium size family businesses, Americanada has a somewhat paternalistic corporate culture. Company executives at Americanada have always shown themselves to be understanding as far as their employees are concerned. For example, when the company had a staff of only 25, it was decided that employees tardiness at work would not be accounted for except in the case of abuse. From the start, employees have generally arrived on time and when they are late, it is often due to unforeseen circumstances.

Hours of Work and the Case-by-Case Approach

The working hours of the reservation agents – almost all women, many with children – are fairly flexible to take their needs into account. Considering each situation on a case-by-case basis is the preferred approach, as the following examples illustrate:

- An employee who has a doctor's appointment can change his or her hours of work accordingly.
- An employee in the accounting department with a school-age child was able to change her schedule to work from 7:00 a.m. to 3:00 p.m. for a month when her caregiver was away. However, this option is not available to the reservation agents because the telephone lines open only at 9:00 a.m.
- Two employees leave work at 5:30 p.m. instead of 6:00 because they work elsewhere at night.

Children in the Workplace

This practice arose when one employee was unable to come to work because her caregiver was away. Her supervisor suggested that she plan activities for her child (e.g., videocassettes, crayons) and bring the child to work. This option was then offered to all the staff, who especially appreciate it during school breaks, when their caregiver is away or when their day-care centre is closed.

Similarly, the company allows the employees to pick up their children after school, provided the school is close by, and bring them to the office until the end of the work day so that the employees do not have to pay a caregiver.

The authors acknowledge the collaboration of Louise Bergeron, person in charge of Cruises, Americanada, Montréal, Quebec.

The Bergeron family had looked into setting up a workplace day-care centre, but the project did not come to pass because of the cost. Since the children varied in age, it would have been necessary to hire several teachers. However, the Bergerons did decide to set up an area with a television, a videocasette recorder, games and crayons to occupy the children brought to the workplace.

These work-family balance practices are fairly informal because the company is willing to adapt to the specific needs of the employees.

Telework

All the sales representatives are allowed to telework. Three other employees take advantage of the option: one is often sick and can therefore work while at home; the other two live far from the agency and cannot always get to work in the winter.

Other Benefits

All the staff receive an extra week of vacation at Christmas, and a health insurance plan covers the employee, the employee's spouse and their children.

The Advantages of a Give-and-Take Corporate Culture

The company feels that the more attention paid to the time clock, the less effort the employees put into their work and the more likely they are to just put in their time. Conversely, the more flexible the schedule, the more motivated the employees because they feel appreciated, and the more willing they are to work overtime when necessary.

According to Americanada management, the employees are committed to the success of the business and work hard. If, for example, callers are still waiting at 6:00 p.m., most of the reservation agents will answer before leaving the office without asking to be paid for the extra few minutes. The employees' commitment is also reflected in the low turnover and absenteeism rates. On the whole, the employees seem to be satisfied with their job and the work atmosphere.

WAGNERISM IN CANADA: A FIFTY-YEAR CHECK-UP

Andrew C.L. Sims
Alberta Labour Relations Board and Public Service Employee Relations Board

Labour relations boards are responsible for the framework of Wagnerism in Canada. If Wagnerism is our patient, it is fitting, as one of Canada's more senior board chairs, that I be the examining physician for our patient's 50-year check-up. I propose a normal medical protocol:

- *Explore the patient's antecedents and circumstances of birth,*
- *Review her life experience.*
- *Examine a few major organs, concentrating on fundamentals, not fine detail.*
- *Give a brief prognosis and the appropriate cautions. Give my best wishes for the future, and, as this is Canada, send my bill to the Government.*

The Patient's Birth History

Canadian Wagnerism Was an Adopted Child

In 1944, Canadians were preoccupied with war, more than with the need for sound industrial organization. The introduction of the Order-in-Council, P.C. 1003, lacked great national debate. Our nation's memory holds few recollections of compromises hammered out on the anvil of industrial conflict. The drafters were abreast of American initiatives.[1] But, at war, we simply adopted the United States model, trusting our increasing faith in all things American.

We Adopted Taft-Hartley rather than Pure Wagnerism

The 1944 P.C. 1003 was not the 1935 *Wagner Act*.[2] That act was a more political and social document, whereas P.C. 1003 was closer in tone to the 1947 Taft-Hartley revisions. Employer cries for "equalization" had been heard. The tools of Wagnerism remained, but the underlying economic philosophy had softened.

The original National Labor Relations Board had full administrative and adjudicative control over the *National Labor Relations Act*. Taft-Hartley created the office of the General Counsel and gave it control of the Board's administration, its field examiners, and all decisions to seek court enforcement. This left the National Labor Relations Board itself with an almost entirely adjudicative role. Happily, in contrast, P.C. 1003 left Canadian boards with control of both aspects of board business. Both countries have administrative tribunals, but these tribunals are very different in structure and processes. As a result, Canadian boards, particularly those with strong bipartite representation, have been able to offer quicker and more "user friendly" processes than their United States federal counterpart.[3]

We Modified Wagnerism for the Canadian Climate

We kept mandatory conciliation and the obligation to exhaust pre-strike processes like the strike vote and the cooling-off period. This has given us a more ritualized, regulated and periodic negotiation process.

Reproduced from the Woods Conference of the annual meetings of the Canadian Industrial Relations Association. The text was published in the 1994 Conference Proceedings.

[1] This is reflected in the debate generated by Judge McTague's Report to Prime Minister MacKenzie King that preceded the passage of P.C. 1003. The files of Jacob Finkleman, first Chair of the Ontario Labour Relations Board, also reveal an intimate knowledge of United States developments. I am indebted to Judith McCormick and Ron Lebi of the Ontario Labour Relations Board for the opportunity to review some of those files.

[2] For an interesting commentary on the drafting process for the *Wagner Act* begun in 1933, and the political pressures of the time, see Casebeer (1989).

[3] This reference is to the National Labor Relations Board and its operations. There are, of course, many state labour relations boards with local or specialized jurisdiction, many of which offer much more expeditious processes. Much could be learned by an examination of differences in Canadian and American board processes. One of the few to have studied this area in depth is William J. Gould IV, the new Chair of the National Labor Relations Board. Perhaps his observations about Canadian processes will now influence reform in the United States. See Gould (1993, esp. ch. 7).

In the United States, employees are employees at will. Either side may end the contract without notice or residual obligation.[4] In Canada, the employment contract is a continuing contract, terminable only on reasonable notice. The failure to explore, and reconcile, this different common law heritage has plagued Canadian labour law.

Wagnerism means the vote of the majority overrides the individual's freedom to contract. Both countries superimposed *Wagner Act* collectivism on their common law of employment. The American courts found less difficulty with the transition, because the employee lost nothing that could not be terminated at will in any event. In Canada, at least up until the St. Anne-Nackawick decision[5] courts clung to the notion of an individual employee's residual or underlying common law rights.

What are the legal relationships after employees elect a union, but when no collective agreement is in force?[6] Does a residual common law relationship remain throughout and reemerge periodically, once the veneer of the collective agreement lifts? This fits poorly with a union's continued and exclusive status as bargaining agent.

One illustration of this "common-law throwback" and our departure from the United States model relates to the status of strikers and replacement employees. In the United States, strikers can be permanently replaced by new employees.[7] We accept recall rights and the continuing employee status of the striker or locked-out employee. Our position, more solicitous of the employee, has its roots in our different approach to common law.

The Life History of Canadian Wagnerism

I have isolated five important life experiences of Canadian Wagnerism: provincialization, strikes and intervention, extension to the public sector, the *Charter of Rights* and Freedoms and North American free trade.

Provincialization

Industrial relations were considered federal until the 1925 Snider decision[8] which held that the provinces had the right to legislate over labour relations matters except for industries specifically designated federal. Even then, many still believed that the provinces would delegate their right to legislate to the federal government, or would adopt the federal law with only minor modification.[9]

The war was a centralizing force, both politically and legally. The *War Measures Act* allowed passage of the national PC. 1003. However, P.C. 1003 used several provincially-based boards which fostered local diversity. Hopes of maintaining a uniform Canadian system disintegrated when in 1950 the Supreme Court of Canada restricted inter-delegation,[10] thus ushering in an era of provincial leadership, autonomy and experimentation. In Canada, labour relations became increasingly diffused and eclectic, while the United States institutions remained primarily federal.

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[4] This is increasingly subject to exceptions based on collateral contracts, voluntary arbitration provisions and breaches of United States employment statutes.

[5] *St. Anne-Nackawick Pulp & Paper Co. Ltd. v. Canadian Paperworkers* (1986) 28 D.L.R. (4th) 1 (S.C.C.). This case held that the existence of a collective agreement with its arbitration regime ousted any court jurisdiction over damages arising out of the same events. It resolved a series of ambiguities left by earlier decisions. However, it said little of significance about labour board jurisdiction in the same areas, or about the legal relationship where the collective agreement has expired or not yet been entered into. See Sims (1987).

[6] For the best example of efforts to grapple with the confusion on this point, see the British Columbia Labour Relations Board's decision and the subsequent British Columbia Court of Appeal decision in *Paccar Industries*, 10 C.L.R.B.R. (N.S.) 355 and 32 D.L.R. (4th) 523. The Supreme Court of Canada (62 D.L.R. (4th) 437) avoided an opportunity to deal with the issue head on by deciding the case on the scope of judicial review without real guidance on the merits of the core issue. For a helpful review of the issues, see Carrothers (1990).

[7] See Morris et al. (1983,995ff.) for a description of the *Mackay* doctrine allowing the permanent replacement of economic strikes and the exceptions for unfair labour practice strikes.

[8] *Toronto Electrical Commissioners v. Snider*, [1925] A.C. 396 (Privy Council).

[9] Before the war, the Trades and Labour Congress was promoting a Canadian version of the *Wagner Act*, and achieved some success, particularly in the west. New "mini-wagners" like Alberta's 1937 and 1938 legislation gave a hint of future provincial experimentation.

[10] See *A.-G. N.S. v. A.-G. Can.* (Nova Scotia Inter-Delegation Case) [1951] S.C.R. 31, [1950] 4 D.L.R. 369.

This provincialization has very gradually led to a breakdown in national bargaining. Many important sectors within provincial jurisdiction, like the steel and packinghouse industries, used to bargain nationally. Increasingly, the parties have used differences in provincial laws to dismantle these national bargaining structures.[11]

Provincialization has also led to too much law and too much inconsequential diversity. This adds to the cost of doing business in Canada, as the parties must train staff and adapt processes to the laws of 10 different provinces as well as the federal jurisdictions.[12] This has tended to disenfranchise labour relations practitioners in favour of lawyers.

Strikes and Intervention

Wagnerism lost its innocence in Canada with the railway strike of 1950. This was the first of many strikes that proved too disruptive for our national tolerance.[13]

United States Wagnerism has, as one of its underpinnings, that community's faith that competition will solve most problems. Fewer United States industries can cripple their economy. Within those industries, competitors can often fill any void caused by a major strike. Generally, we have less competition, and our economy is more susceptible to public harm from stoppages in industries like railways and shipping.

We implicitly limit all major collective bargaining. We have only tolerated the processes of free collective bargaining until the public complains of significant third-party harm. At that point, we legislate, something relatively easy in our more flexible parliamentary system.

Interventionism has distorted collective bargaining. The parties learned to posture in the hope of favourable intervention. Imposed terms lack the moral authority of consensual agreements. They become ongoing sources of conflict rather than having a cathartic effect.

More recently, the approach of legislated intervention has moved to the public sector. This too has diminished public respect for free collective bargaining processes, implying that they cannot cope with political or economic change.

Extension to the Public Sector

Public sector labour relations in Canada in 1944 had two characteristics. We had "cap-in-hand bargaining" without the right to strike or the legal status to demand negotiations. We also had public service acts supporting meritocracy and a corruption-free public service.

In the late 1960s Canada began adopting private sector collective bargaining structures for the public sector, a bold experiment untried in the United States. Public sector unions grew rapidly and took a leadership role within the union movement. This has changed the political positioning of the union movement as a whole, as a large percentage of its members now deal with the government as employer as well as policy-maker.

Our grant of public sector bargaining rights was halfhearted and we remain ambivalent about granting or withholding the right to strike. In some jurisdictions we base our structures on the essentiality of services, while in others we make no such pretense. The pre-existing public service acts often preclude bargaining over important areas like hiring and promotions.

Collective bargaining is a two-party process. Many say there is a third voice that needs to be heard. They do not trust politicians, as employers or otherwise, to express that voice. There is a notion, fostered by talk show hosts and their ilk, that collective bargaining cannot work in the public sector because no one has the courage or ability to bring the popular will to bear. This attitude is putting unions increasingly on the defensive and making organizing more and more difficult in all areas of the economy.

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[11] An example of this can be found for the packinghouse industry in *Burns Meats Ltd. v. United Food and Commercial Workers in Canada Union Local 139* [1984] C.L.L.C. 16,053 (Ontario L.R.B.). Reverberations from the breakdown in national bargaining in this industry were a major cause of the Gainers strike in Alberta in 1986.

[12] Canada may soon experience another area of jurisdiction as its First Nations assert rights to self-government in the labour relations area. It will be a challenge for the future to find a workable system that balances the rights of self governing indigenous peoples and their employees.

[13] For the till lists see Carrothers (1986, 113-25).

The *Charter of Rights and Freedoms*

The *Charter of Rights and Freedoms* introduced a period of uncertainty into Canadian labour law. Many saw, within the Charter, scope for increased individualism and restraint on the collectivist aspects of Wagnerism.[14] Others saw it as enshrining the right to form unions, to strike and to picket. In retrospect, it appears that both sides set their hopes too high.

The Charter distracted our thoughts about labour relations for a decade. We are only just emerging from "the Charter as the answer to everything" period. The Charter promised a legal answer to political, sociological and economic issues. Instead, the courts politely withdrew from the process, recognizing that most labour relations issues are not capable of absolute answers, requiring delicate balances instead. Mr. Lavigne failed, but so did the Public Service Alliance of Canada.

North American Free Trade Agreement and Global Free Trade

The *North American Free Trade Agreement* has become confused with a wider challenge. We are no longer a closed economy with the advantage of easily exploited raw materials to balance our trade figures. We are exposed to the full rigours of international competition. We can compete in many areas. But compete we must, and in times of increasingly rapid technological change. Labour practices must adapt to new technology before others exploit it to our disadvantage. This calls for flexibility, skill and productivity, not a low-wage strategy. I question whether our "wait until the end of the contract" negotiation process can keep up with this need, or whether instead it is generating a deepening bias against unionized manufacturing.

North American free trade is reducing tariff barriers that have protected some Canadian industries. This has put much of the union movement in a defensive and political posture in opposition to *North American Free Trade Agreement* . It has distracted attention away from the need for workplace reform, and falsely equated that need for reform with the *North American Free Trade Agreement* itself.

Tariff reduction can lead investment-hungry governments to try other means of competing for trade. They will be tempted to compete against each other on the basis of their labour relations regimes. The United States sun-belt states not so subtly advertise the advantages of their right-to-work laws. Canadian provinces have even more flexibility than states to engage in competitive legislation. It is healthy to remove barriers that serve no purpose. Engaging in a silent auction, spiralling labour laws down to the minimum, will undermine our whole collective bargaining system.

During free trade negotiations, we committed ourselves to reducing inter-provincial trade barriers. While we have much inconsequential diversity in our system, there are important provincial differences. The provinces and the federal government must work as equals towards harmonization. Harmonization should not imply a return to federal dominance.

The Main Features of Wagnerism Examined

The core elements of Wagnerism in Canada are the following. Employees may select a trade union to be their bargaining agent with their employer. The trade union, once selected, may require the employer to bargain over terms and conditions of employment which will be embodied in a collective agreement negotiated for an ascertainable term. Disputes arising from that agreement must go to arbitration. Disputes about the bargaining process and the rules of conduct go to an impartial labour relations board. Strikes and lockouts are restricted until after good faith bargaining and the expiry of the former agreement.

I will examine a few of these fundamentals—my patient's vital organs,

The Employer-Employee Relationship

We are seeing a fundamental breakdown in the employer-employee relationship. Our laws presume a single employer paying wages to a single employee. Any variation in this means we have to distort our laws to make them fit. This is becoming difficult. Boards are increasingly consumed by the search for this elusive employer, but it is becoming like the cat in *Alice in Wonderland*—all that is left is the smile.

We have seen a revolution in corporate organization. The "Company" is replaced by "corporate structures". Increasingly, corporations, public and private, use matrixes of smaller interrelated organizations. These

[14] For a thorough analysis of the Charter's potential in employment law, see Beatty (1987).

can be easily manipulated to avoid unionization and collective agreements. This situation is chronic in the construction industry.

Computers allow sophisticated cost accounting and control. We can now finance human activity in different ways without risk. It matters little who actually pays employees for the work they perform. The cost of work can be accurately estimated, accounted for and passed on. This allows corporations to fragment into smaller units and sometimes camouflage the identity of the true employer.

Contracting-out of work is now vastly more feasible, as are privatization, part-time work and "contracting-in": The construction industry has seen the rapid decline of general contractors in favour of management contractors and sub-trade or labour broker arrangements. All this makes organizing more difficult and contracts less certain. Protecting bargaining rights requires frequent litigation.

Our stereotypical notion of the employer is still the capitalist wearing a stovepipe hat. But capital and management are increasingly different interests. The 1980s saw the development of new antagonisms between corporate management and those in charge of corporate capital.

Who is the employer? Is it the international parent company that wishes to rationalize its operations and move to a third-world country? Or is it the management of the local holding company trying to bargain terms to keep the local plant alive? Or perhaps the bank, about to appoint a receiver for the plant? Increasingly in the 1980s and 1990s, the interests of labour and management have become similar. They now often face a common, and distant, opponent called capital.

On the other side of the equation, employees no longer work just for themselves. A significant portion of the employee's pay cheque is not for the employee's benefit but for the benefit of the broader family, a group which we find increasingly difficult to define.

Trade Unions

In the 1930s, employees and unions pressed employers for improved conditions. Government did not give benefits, employers did. The union was the pivotal player, and collective bargaining, backed up by the strike, was the worker's most promising weapon. This was precisely because the employer was the only target from whom benefits could be extracted.

We now seek social change in different ways. The civil rights movement, followed by the women's movement, used political action and increasingly litigation to achieve social equity. The focus for social change moved away from the workplace. Organized labour has been involved in these movements, but it has not been their primary vehicle.[15] The relative role and influence of trade unions has diminished as governments and the courts rather than employers have become the purveyors of security, benefits and social change.

Unions themselves have increasingly pushed government to legislate working conditions instead of seeking those same improvements from employers.[16]

This has had four consequences: governments take more credit than unions for the results; unions end up with little or no status to enforce these regulatory schemes and no revenue to pay their expenses even if they do have status; the benefits become universal, diminishing the advantages of choosing union representation; and we end up with an expensive and over-lapping morass of tribunals and agencies, making our employment law even more difficult to understand and administer.

This push for legislation is rebounding on unions. We increasingly regulate their activities as the price to pay for bargaining rights. Free trade unions are seen in many quarters as public utilities, to be given a regulated revenue base but confined to state-sanctioned activities.

[15] Indeed, Anne Forrest (1993) argues that not only are unions and their values (like seniority) gender-biased, but so is our framework for analyzing industrial relations processes.

[16] The tendency for unions to abandon workplace collective bargaining in favour of broader political action was thoughtfully criticized for its detrimental effect on labour relations objectives by Canada Labour Relations Board Chairperson J.F.W. (Ted) Weatherill (1991).

Trade unions, suffering the curse of democratic organizations, project ambiguity over their orientation. Strong political crosswinds within unions give the public at large a mixed message. Too frequently, this makes unions look dowdy and dated rather than vigorous or progressive. Thirty-second "sound clip reporting" portrays unions solely (and unfairly) as rowdy protesters singing old songs with forgotten words. Many unions need to pay attention to their increasingly dated public image.

Terms and Conditions of Employment

Canadian boards and courts have given very wide scope to what can be negotiated.[17] They have avoided the litigious approach inherent in the United States "mandatory versus permissive" subjects of bargaining. Canada has emphasized voluntarism, which has facilitated industry-wide bargaining, as well as negotiated benefits for pensioners or out-of-work union members.

Legislated benefits, in contrast, have served to narrow the scope of bargaining by creating a parallel set of rights and benefits. We spend far too much time litigating over how collective agreements, third-party benefit plans and statutory entitlements and remedies mesh with each other. Few jurisdictions have thought seriously about how to integrate collective agreements, and the union and dispute resolution processes that come with them, into the growing mass of statutory terms and conditions of employment.

Fixed-term Contracts

Canada's elaborate pre-strike obligations have led to a "Quantum Burst" approach to contract readjustment. We stockpile our demands for the next round of bargaining.[18]

Long-term wage certainty was once an advantage to Canadian industry. Now, flexibility has replaced certainty as a value, and long-term collective agreements, with rigid employment terms, are the antithesis of flexibility.

Increasingly, Canadian employers seek mid-term contract readjustment.[19] Our system offers no structure for such renegotiation. We have no mid-contract obligation to bargain in good faith even over new or urgent issues. As a result, parties often fail to deal with pressing economic questions, or waste their time debating process rather than substance.

I am not calling for an end to contractual certainty. However, economic change has taken on new speed. Long-term contracts put a break on our ability to adapt. We need to develop statutory or contractual mechanisms to make sure we do not put off necessary readjustment for so long that the underlying work disappears to more flexible competitors.

Without this the public will lose respect for collective bargaining as the proper means of achieving workplace reorganization or wage costs appropriate to the market or political environment.[20] We see this now as employers seek alternative and often extra-contractual ways to adjust to market or political conditions, such as contracting-out, spinning off, or legislating.

Arbitration

A leading Alberta arbitrator made this comment about arbitration. We hoped for Triple-E arbitration—"Efficient, Expeditious and Economical." Instead we got "Expensive, Exasperating and Everlasting." He noted that arbitration has become so formal and precedent-bound that practitioners have begun referring to "Arbisprudence."[21]

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[17] The Supreme Court of Canada gave commendably wide scope to the phrase "conditions of employment" in *Le sydicat catholique des employés de magasins de Québec Inc. v. compagnie Paquet Ltée* [1959] C.L.L.C. p. 15, 409.

[18] In the recent round of mid-contract bargaining between Canada Safeway and the United Food and Commercial Workers in Canada, the employer maintained that it needed a mid-term readjustment to survive in Alberta's increasingly competitive market. After agreeing to new terms to meet this presumably unpredictable change in the market, the parties then entered into a revised agreement for a new five-year term. This seems a long time to abandon the right to renegotiate, given the parties' recent experience with unpredictable change.

[19] The recent Canadian Airlines crisis provides one example.

[20] A popular move at the moment is for provincial government employers to legislate rollbacks as an aid to balancing budgets. What is significant is their choice of legislation over collective bargaining or arbitration as the tool for achieving this end, and the public support with which such moves are often greeted.

[21] Comments made by Peter Owen, Q.C. at the University of Calgary Labour Arbitration Conference in 1992.

We cannot just blame arbitrators for cost and delays, for there are other causes. There is the unwillingness of people to make decisions and accept finality, and an increasing preference to pass the buck to a third party. There is the bureaucratization of unions and industrial relations departments. In the public sector particularly, line managers have lost control of arbitration to staff practitioners. They and their counterparts on the union side tend to stockpile cases like squirrels preparing for winter, oblivious of the effect of unresolved issues within the workplace.

However, I sense a change of mood, and a new willingness to explore alternate forms of dispute resolution. Workplace trends are seeing a shift away from hierarchical management and specialized functions and towards new problem-solving approaches. This will inevitably work its way into grievance and arbitration systems, spurred on by the oppressive cost of our present style of arbitrating.

Labour Relations Boards

Labour relations boards have generally received supportive treatment from Canada's courts. They quickly overcame the argument that they were unconstitutional superior courts in disguise.[22] Courts upheld wide powers and suitably expeditious processes.[23] For the first 25 years, judicial review was vigorous, but by 1979 the courts had restricted themselves to cases involving real jurisdictional error or patent unreasonability.[24]

The courts have been generous in their recognition of the special tasks and the expertise of our boards, and have recently entrusted them with Charter questions arising within the boards' jurisdiction.[25]

Canada's boards operate "close to the ground." Bipartite representation remains the norm and is largely healthy. The lack of a United States-style split between administration and adjudication has helped keep processes user-friendly and far faster than south of the border. Canadian boards are less reliant on court enforcement processes and the conflicting judicial opinions this generates. Mediation processes available within labour relations boards are an increasingly attractive alternative to expensive litigation.

Prognosis

How healthy is Wagnerism in Canada at 50? It is suffering from old age and faces a tough time with the competition. It runs the risk of being marginalized.

The adoption of Wagnerism as social policy has produced benefits for the unorganized as well as the organized. Employee conditions are improved by employers adopting "prophylactic Wagnerism," improving conditions within the workplace to avoid moves towards unionization.

Wagnerism was conceived as a tool for change. Our restriction to periodic bargaining increasingly runs the risk of being used as a barrier to change, with unions becoming the new conservatives. Union-management consultation must be ongoing; we cannot wait to resolve conflicts and we must not abandon the search for collaborative solutions.

Canada's laws must be harmonized, between jurisdictions and between the multitude of statutory and contractual arrangements that make up our employment law. Rights incapable of being understood and efficiently invoked are not rights at all. The cost of all these diverse processes is crippling.

Governments are increasingly trying to charge back the costs of training, safety and benefit programs to business. As partners, business and labour should seize upon this as an opportunity to retake control of these processes and rework them into something manageable within the workplace.

Collective representation is not dead. It is surprisingly healthy, particularly in the emerging areas of professional and quasi-professional bargaining.

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[22] See *Labour Relations Board of Saskatchewan v. John East Iron Works Ltd.* [1948] 4 D.L.R. 673 (P.C.).

[23] See *Tomko v. N.S. Labour Relations Board* [1977] 1 S.C.R. 112.

[24] The trend reached its high water mark with *Canadian Union of Public Employees Local 963 v. New Brunswick Liquor Corporation* [1979] 2 S.C.R. 227. For an analysis of the area, see Jones and de Villars (1985, ch. 11).

[25] See *Cuddy Chicks Ltd. v. Ontario Labour Relations Board* [1991] 2 S.C.R. 5.

However, increased corporate flexibility and chronic unemployment have often left it toothless in many traditional areas like construction.

Union organizers are facing a new and growing challenge from the underground economy. No-tax compensation arrangements create a disincentive to union representation because collective agreements involve clear and accurately recorded wages. Employers and employees alike are often compromised by employment arrangements that, for tax reasons, cannot survive the light of day (or even of the rather duller board hearing room).

We must work much harder at problem solving in the workplace. Forums like arbitration work, but are often overused. They represent a huge, but often hidden, cost of collective representation. Wagnerism had its roots in alternate dispute resolution and we must relearn those processes.

Wagnerism will live for a while longer and I am sure we all wish her well. Most of us have dedicated our lives to advancing her objectives, studying her processes or criticizing her inadequacies. It is fitting that we wish her Happy Birthday!

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UNION RENEWAL – NEW DIRECTIONS

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Introduction

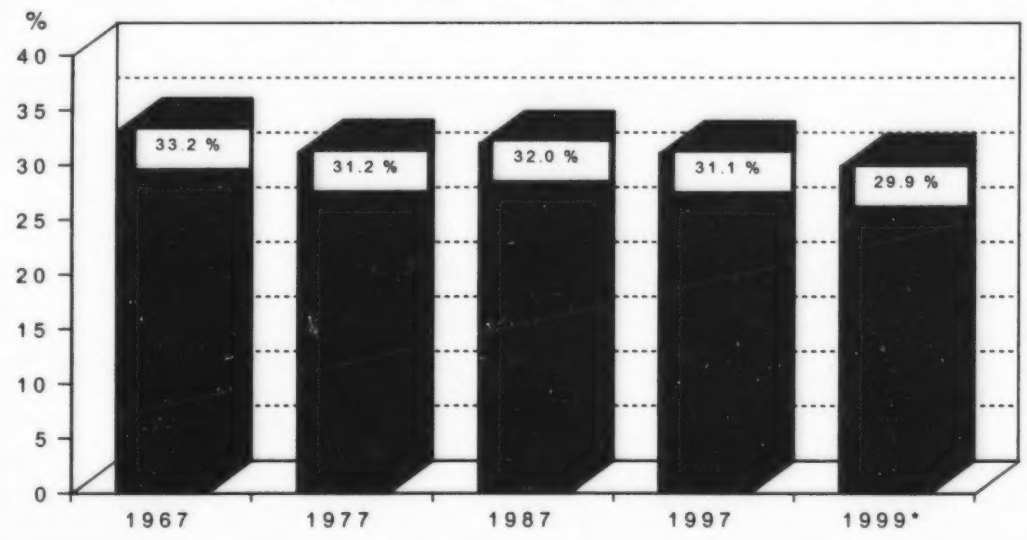
As we enter the 21st Century a key debate in the labour movement concerns the changes in outlook and practice necessary for union renewal. This debate initiated in the United States, has spread to Australia, Britain, Canada and beyond; it is structured around the counter positioning of a business-union "service model" to a social movement "organizing model" of unionism. This article moves beyond both models of unionism by focusing on the need for building unions through more in-depth democratic practice and the development of alternative perspectives. It argues for unions to again take up the challenge of social movement unionism.

There is a vital need for changes in union direction and structure to ensure effective solutions in the face of multiple challenges: workplace restructuring and downsizing, the rise of a contingent workforce, persistent unemployment, and decreased government intervention.

There are a number of reasons why the issue of union renewal is important. The first concerns the position and role of unions in society today. For purposes of assessment, basic unionization rates and trends are shown below. Exhibit 1 presents the example of Canada with a middle range union membership rate

Exhibit 1

Union Membership in Canada
(As Per Cent of Paid Employees)



* January - November

Source: Labour Force survey, Statistics Canada

This is an abbreviated version of a paper presented at the Canadian Industrial Relations Association meeting at the University of Alberta, Edmonton, Alberta, from May 25 through 27, 2000.

of 29.9 per cent. Notwithstanding trends such as the decline in private sector unionization and the growth in public sector unionization, the Canadian example shows a remarkable stability over several decades compared to many other jurisdictions. At the same time, the Canadian Labour Congress (1999) policy paper says: "By 1998... the picture was not as reassuring. *Union membership had declined by 150,000 since 1992 to just over 3.9 million, representing less than one-third of paid workers.*" In short, while Canadian rates show only a slight decline, they only appear positive when compared to the more critical declines of other jurisdictions.

By comparison union density rates in Australia have declined from 51 per cent in 1976 to 28 per cent in 1998. The decades long decline in the United States has seen rates drop to 14 per cent. In Britain membership was 57 per cent in 1979, but as of 1997, it was only 30 per cent.

Second, although unionization rates have declined, the evidence suggests as strongly as ever that unionization is a key way to improve living standards. The advantage of working in a unionized workplace, as opposed to a non-union workplace, often referred to as the union premium or union advantage, has long been documented by national statistical agencies as a simple union versus non-union dichotomy. A more accurate analysis of union/non-union comparison needs to also account for: occupation, public or private sector, geographical region, full-time and part-time employment and the importance of workplace size. Since unionized workers are more likely to have a pension plan and other insurance plans which are frequently richer than non-union plans, account also needs to be made of such differences. Exhibit 2 utilizes an American example, here, according to Mishel, Bernstein and Schmitt (1999:185), the adjusted wage premium for the factors identified above is 21 per cent, while total compensation premium is fully 27.8 per cent.

A third reason why the subject of union strength is important concerns a little known but important range of studies demonstrating that a strong labour movement, defined in terms of high union density, is associated with: more income equality both before and after taxes; lower levels of unemployment; a lower level of inflation; more extensive social welfare legislation; a higher percentage of government employment primarily to deliver needed social programs; and lower levels of poverty (Robinson, 1994:661). Much of this labour movement effect is due to labour market factors such as lower unemployment and a more generous spread of higher wage jobs. Some is due to a higher social wage, such as more progressive taxation, universal health care and other social policies (Cameron, 1998:219-259). The evidence also suggests, surprising to some, that this pattern holds for the United States as well as other Organization for Economic Co-operation and

Exhibit 2

Union Wage and Benefit Premium in the United States

	Wages	Total Compensation*
All Workers		
Union	$17.60	$23.48
Non-Union	$14.29	$17.28
Union Premium	$3.31	$6.20
Union Percentage	23%	35.9%
Adjusted Union**	21%	27.8%

* Total compensation includes insurance and pension benefits together with wages.
** The adjusted union premium controls for full-time, for industry, for occupation, for public sector, for region and for workplace size (1994).

Source: Mishel, Bernstein and Schmitt (1999:185).

Development countries. As Lerner (1996:3) puts it: "A just, democratic society depends on a powerful workers' movement."

Models of Unionism

The 1980s and 1990s saw a dramatic growth in inequality and economic restructuring – most often involving corporate downsizing, policies favouring flexibility, new human resources management, increased unemployment, minimal compensation in non-standard work, deregulation, privatization, an ongoing technological revolution and cuts to social services (Kumar, Murray, Schetagne, 1998). It is under these circumstances that the search for union renewal and systemic alternatives was reborn. As Bill Fletcher and Richard Hurd (1998:37) note in reference to the American labour movement, but applicable to the Canadian: "The post-World War II labour movement, founded on a social truce with capital and the apparent inevitability of a rising living standard, has hit a bulkhead-piercing iceberg of dramatic proportions."

It took many years of union decline in the United States before the "bulkhead" would begin to be confronted. Across Canada, with a relatively stable unionization rate, it is only in the 1990s with the election of explicitly right-wing anti-worker governments and the belated unravelling of the post-war settlement, that a serious re-evaluation is being undertaken.

In1988 the AFL-CIO published an organizing manual entitled *Numbers that Count* in which the debate on union decline was reconceptualized by counterposing the servicing model of local union leadership – "trying to help people by solving problems for them" – to the organizing model – "involving members in solutions" (Diamond, 1988:6).

Whatever its limitations, contrasting the debate in this manner caught the imagination in United States labour circles and formed the basis of an ongoing vigorous debate. Russo and Banks (1996) clearly describe the distinction between the servicing and organizing models:

The Service Model	*The Organizing Model*
• union leaders solve problems for members;	• stimulates and involves members in problem-solving in group process or collective actions;
• the union relies on the grievance and arbitration procedures;	• is not limited to the bargaining process;
• membership is passive or limited to responses to leader requests for cooperation;	• is committed to education, communications, and member participation in the union;
• members rely on specialists, experts and union staff;	• develops and depends on members' skills and abilities;
• the union develops secretive and closed communication channels;	• shares information and develops open communication channels;
• union structures are centralized and top heavy;	• has a decentralized organizational structure;
• the union grows dependent on and is reactive to management;	• operates independently of management, and is pro active;
• distinctions are made between internal and external organizing activities.	• makes no distinction between internal and external organizing activities.

Source: *Russo and Banks (1996).*

"In practice ... there is a constant tension between the organizing model and the servicing magnet" (Fletcher and Hurd: 1998:43). Many union members proved more interested in servicing for purposes of their grievance/arbitrations and their collective bargaining for a new agreement than using their union dues to assist in organizing the unorganized. Further concerns arose internally as staff skilled in service work now found their skills and value diminished. Staff was confronted with new expectations of membership involvement and organizing.

Moving to the new organizing model was found to create more work, longer hours inclusive of evenings and weekends – particularly for the increased number of members and staff assigned to organizing. This in turn, led to a higher level of staff burnout. Operationalizing the organizing model involved a sea of change in union functioning, structure and constant re-evaluations. At the same time there was, and remains, a lack of clarity as to specifically what changes were necessary and why.

Democracy and Alternative Visions

If the goal is to build strong, powerful unions, in order to better protect and change the lives of union members and working people as a whole, democracy will need to be strengthened. Why? The short answer is that there is an important link between union growth and power and union democracy.

Social movement unionism seeks to re-draw the "frontier of control" by its own re-structuring and practice aimed at facilitating membership participation and democratic control, by allying with key community coalitions active in the ongoing struggles for change and through the development of an alternative ideological vision enabling a critical assessment of wider social, economic, cultural and political issues and the creation of unifying strategies to effect them. Collective bargaining social movement unionism is inclusive of both workplace specific issues and society-wide issues. As Gindin (1995:268) says: "Movement unionism includes the shape of bargaining demands, the scope of union activities, the approach to issues of change, and above all, that sense of commitment to a larger movement that might suffer defeats, but can't be destroyed." While the focus of social movement unionism has traditionally been on extra parliamentary action, alliances with political parties are not excluded and under certain circumstances can be mutually beneficial.

Experience in the labour movement with union democracy strongly suggests that the more members have a real say in their union, the greater their involvement in decision-making, the higher the potential for a membership educated and interested in the issues of the day and consequently the more vital the union. In confronting dominant corporate and social forces, democracy can be a strong instrument for building solidarity, a renewed solidarity built on a foundation of an empowered membership. Truly empowered members make a stronger union. Unions need this increased power to fulfill their member's needs for better pay and working conditions. To move to the broader goals of social movement unionism such change is all the more necessary. Advancing workers basic needs and aspirations, in turn, further activates members and attracts non-unionized workers. Thus we see an integral link between changing unions – becoming a social movement union – and organizing the unorganized. As Eisenscher (1999:218) notes: "The battle for union democracy is an integral part of the effort to rebuild labour's ranks and influence. *Activism and empowerment must be wed if unions are to be transformed and labor rejuvenated.*" (218).

The very engine of labour revitalization is to be found in the democratization of unions. Here, a more educated, involved membership develops the capacity to run and administer their unions, gaining new confidence of self and collective. Only in this process can the sectionalism of a stratified workforce divided into numerous bargaining units with numerous collective agreements and separate unions with distinct cultures and traditions, hope to be bridged and the necessary new class solidarity be created.

While the organizing model rejects a passive-service model with the intention of stimulating rank-and-file activity, education and participation, it does so without any clear alternative perspective or even an awareness that such is important. This is a significant omission as the acceptance of a common alternative vision facilitates the development of unifying strategies at both the bargaining table and on broader social issues. The labour movement needs a worker-centred way of seeing the world and comprehending the events and social forces unfolding within it. It helps link our daily experience and the failings of the present to our imagined ideal. The social movement unionism proposed encompasses a vision that extends beyond a particular workplace to the labour movement and society as a whole. It is necessary to make such links in our increasingly globalized world so as to more accurately assess one's situation and thereby be in a better position to improve it. Social movement unionism, says Gindin (1995:268) "means making the union into a vehicle through which its members can not only address their bargaining demands but actively lead the fight for everything that affects working people in their communities and the country."

Issues can arise in a particular workplace and directly impact members, contracting-out for example, in which case links need to be made to the broader society. Alternatively, issues can impact on all society – unionized and non-unionized, middle and poor income groups alike – necessitating specific linkages to members in a particular workplace. In all cases, democratic debate and education are paramount in order to clarify issues and raise awareness as to appropriate action. Union structures need to enable such debate.

In some cases mass rallies and protests are called for. A prime example in North America would be the Ontario Days of Action which consisted of 12 city-wide shutdowns of workplaces and demonstrations across the province by labour and community groups. The central issues concerned the defence and improvement of a universal health care system, protecting quality public education and restoring and maintaining vital social services in the face of government fiscal restraints. Also forming a part of the alternative platform was the need for government full employment policies, a more equitable distribution of wealth and basic necessities of life such as affordable housing. Each of these issues impacted on union members and on non-union members alike setting a new agenda in the face of conservative government. They encouraged thinking about the state of society as a whole. An alternative perspective began to develop out of these struggles. New structural venues surfaced in this changed context, albeit largely informal given the limited time and nature of the mobilizations.

Contracting-out also impacts on the community as a whole – can good jobs be kept in the community or is the community to decline as jobs go elsewhere? In this issue and others further questions are posed: Why do employer's want to contract out instead of keeping jobs in the community? How could more employment be created and can it be environmentally sustainable? Why is cheaper always better in the employer's eyes – particularly when it comes to labour costs – that is, workers' incomes? Why is the contingent workforce growing exponentially and how can solidaristic linkages be forged with them? What is "the market"? Why is competition always paramount for employers as opposed to full employment? Should production only be for purposes of profit or is there a better way? These are basic questions raised here in the abstract, but they can easily arise out of a particular experience or be discussed in reference to specific workplace concerns or campaigns. The importance of raising and discussing new ideas in the face of particular issues should not be underestimated. The struggle for trade union renewal and democracy is in large measure a battle for the hearts and minds of working people.

Beginning the Change Process

In key unions, mainly located in industry, resources and the public and broader public sector (hospitals, education) and organized in the Canadian Labour Congress, the AFL-CIO or the British Trades Union Congress, a culture of union democracy already exists, albeit incomplete. A number of unions have significant elements of social movement unionism already. The question therefore becomes how to build on the already existing elements of social movement unionism?

How can union democratic processes be expanded with the intent of enhancing rank-and-file control? Several changes come to mind: the direct election of more positions inclusive of key staff positions (for example, in the Canadian Union of Postal Workers); the right to recall elected officials under specific circumstances that need to be clearly defined; structures enabling direct democracy; and the introduction of some form of job rotation. The latter could occur between local activists, elected officers and full-time staff and positions. Activist members should have the opportunity to carry out full-time union work for specified periods and then return to their workplace and union local. Full-time staff should have collective agreement language maintaining their links to the workplace enabling and periodically requiring them to return there and reintegrate themselves with workplace life and with rank-and-file union politics. The intent is to develop new and renewed layers of activists with more grounded experience – worker activists that both participate in making decisions and in carrying them out.

Experience with various union activities, such as handling local grievances to leading union-wide campaigns, from chairing local meetings to working full-time to help members solve health and safety problems, further develop individual and collective capacities, enable new critical perspectives particularly where combined with in-depth union education and assist in the development of the necessary confidence. Questions arise such as: What are the constraints imposed on union members by corporate power? and, What are the constraints of labour relations legislation and state structures? The logical next questions are: How do we challenge such constraints? and, What are the alternatives to them?

Real union democracy means that unionism is integral to what one does and how one operates in the workplace and with fellow workers each and everyday. The overriding purpose of trying to better the lives of working people who constitute the vast majority of societal members.

These two issues – democracy and alternative vision – speak to the larger picture of change, to the *directions* necessary if a new course is to be set, to develop members own capacities and assist each other in taking charge of social and economic destinies. While such specifics vary from place to place there are two further concerns: the role of elected leaders and the impacts on union staff.

Leadership will involve setting directions, articulating the democratically arrived at vision, goals and leading their strategic implementation. These will of necessity be decided upon within the framework of continued debate and pluralism. A pluralism inclusive of both different perspectives and multiple identities. The need to both respect peoples various identities as feminists, environmentalists, or members of a particular ethnic community and concomitantly to create the necessary unity to defend their needs and aspirations as workers, is still ahead. This will involve some new leadership skills. Leadership will need to be more accountable and inclusive than before, more accessible than before and concur with the new reality of a membership with increased input and authority. Such change is as difficult as it is possible.

A leadership that understands and agrees to be more accountable to its membership, that debates new ideas, strategies and tactics, engages in more rank-and-file democratic processes and creates more horizontal structures to facilitate such. As Eaton (1995:6) suggests, leadership involves a relationship, one that is "transformational to both leaders and followers, and that leadership is empowering rather than dominating."

Union staff will also find themselves caught up in this process of bottom-up change. This will involve difficult choices and new ways of doing things. As union members engage in the exchange of ideas, set new directions and take more control over carrying out the activities agreed upon, staff can either resist, further complicating the change process or enter the change process with an open mind. While the road may be lengthy, containing plenty of pot holes, it also has the potential of being more creative and of greater personal satisfaction. The process of collectively engaging in constructing an alternative vision, setting new directions, bringing new members into the union and creating new democratic structures to further membership control, can be liberating, compared to functioning as the unelected representative or advocate of the membership.

Social Movement Unionism in Action

For most members the workplace bargaining unit – their local – is "the union." It is here that members experience workplace relations on a day-to-day basis, can best articulate their views, and will more likely come to a consensus or at least a conclusion, as to a course of action. It is here that the average member can most easily exercise democratic control over their work affairs and defend themselves against employer attacks. It is also on this level that many membership goals will be realized or lost.

For the most part collective bargaining also occurs in Canada and the United States on a workplace-by-workplace level. There are some modifications and exceptions to this norm, such as pattern bargaining in the auto sector, sector-wide bargaining in large sections of the public sector (government workers) and in the broader public sector (hospitals). Nonetheless, the examples below are often applicable to various levels of bargaining and jurisdictions.

Contracting-Out (outsourcing) and Privatization – is often seen as an issue particular to workers in a specific workplace only. In the private sector work is contracted out for a number of reasons central to which is cost and often involves work being sent either to non-union workplaces where costs are less, particularly labour costs, or "off shore" to countries where labour costs are even lower. Workers, provided they have a union, bargain against outsourcing in an effort to save their jobs. But like many other issues, outsourcing needs to be made into a public issue as it has significant public implications. Within a social movement union perspective a union local could take this issue into the community. Protecting and expanding good jobs in a particular bargaining unit needs to be seen as defending and maintaining quality jobs for everyone in the community.

For workers in the public or broader public sector the issue of contracting-out is highly related to the issue of privatization as most outsourcing is to the private sector. Again, the question of cost – not service – is paramount to employers and government. Again, the issue must be made public as it speaks to the maintenance, and in some cases expansion, of services and jobs in the community. For workers, contracting-out and privatization far too often involves job losses and wage cuts and working harder for longer hours under worse conditions. For the public, it often

involves reduced services and user fees. In short, profitability not need, dictates the provision of such services. Public awareness campaigns, in revealing the true effects of service cutbacks, can potentially enable the union to both better defend such services and improve their bargaining leverage for purposes of contract improvements.

Health Care – as universal medical coverage comes under ideological attack and fiscal restraints by neo-liberal governments, health care unions in particular need to take up the fight to maintain a quality and comprehensive health care system. Such a system involves good health care services, adequate staff levels, fair wages and decent working conditions. There is an obvious link between a patient's living conditions while hospitalized and the working conditions of the health care workers involved. There is also a link between the health care needs of children, seniors and all societal members whether unionized or not. These connections need to be made public in the campaign to save medicare. To help conduct this campaign coordinating committees could be struck of both unionized workers, users of the system and concerned community members. In this manner union bargaining issues reach beyond immediate needs to the health care system as a whole. Such an approach can not only better defend the health care system but also unify various sections of the workforce and community in a common enterprise.

Shorter Work Time – There is growing evidence that the labour markets in many countries, including those in Canada and the United States, are increasingly unequal in terms of hours of work and income. The standard work week and typical union member have seen their work world stretched at both ends: at one end, is the rise of contingent work, that is part-time, contract, seasonal and now the "self-employed"; at the other end, one finds increased hours of work. This is particularly true in the English-speaking countries. *The Growing Gap* report on inequality found that in 1973, the richest 10 per cent of families had an income nine times more than the poorest 10 per cent of Canadian families. By 1996, the richest 10 per cent of families made 312 times more than the poorest 10 per cent of Canadian families. The report notes: "A remarkable symmetry is emerging. One in five jobs are now part-time. Similarly, almost one in five employees work overtime in any given week in 1997." (Yalnizan,1998). Given that employment and hours of work are the main determinants of income it should come as no surprise that the inequality gap is growing.

There are steps to be taken to mitigate and even reverse this drift (O'Hara, 1993; Hayden, 1999). Some avenues involve the role of government and legislation while others of direct concern here, involve union initiatives. There are a number of examples of unions negotiating reduced work time; one that has wider applicability can be found in the pulp and paper mills in towns across northern Ontario and Quebec. Here, with relatively high pay cheques, employees have agreed to a reduction of work hours and income levels, provided the employer uses the savings to hire more employees. The intent of these unionized employees is to create employment for young people in their resource-based communities (CEP, 1997; White, 1999).

A second example is seen in the Daimler-Chrysler minivan plant in Windsor, Ontario. Successful negotiations initiated by the Canadian Auto Workers established a permanent third shift. This eliminated the massive overtime of the first two shifts, reduced the hours of work for the daytime shift to seven and one half hours for eight hours pay, and created hundreds of new full-time jobs. The latest round of bargaining gained an increase of Scheduled Paid Absence days, which are in addition to vacations. "The Canadian Auto Workers first negotiated Scheduled Paid Absence days in 1993, giving every worker three weeks off every three years. It added two weeks in 1996 bargaining and, with this week's deal, has bumped the amount to six weeks" (Van Alphen, 1999). The additional employment from this reduced work time is estimated at 2,500 jobs.

The more working people in full-time well paying jobs can win reductions in work time, the more they can spend time in other activities, such as with their families and in various leisure pursuits. By gaining some respite from work, people also gain some democratic space in which they can engage in community volunteer work and in various forms of democratic administration such as decision-making within their union, within the workplace and within society at large (Albo, Langille and Panitch, 1993).

Goals of social movement unionism can be furthered in significant part by the bargaining demands selected and the manner in which they are formulated and projected. The various forms of outreach such as committees involving union and non-union community members can prove advantageous for all concerned. By expanding structures and making them more inclusive one can expand the scope of the issues to be addressed. The union not only has the potential

to gain more leverage but to overcome its own sectionalism and consequent sectional solidarities (nurses identifying with other nurses only, electricians with other electricians only, etc.) and become more central in members lives and more attractive to non-union members of the community. The approaches outlined begin the process of *harmonizing* the interests *of workers covered by collective agreements and those in the community who are not.* In so doing they begin to move unions toward a broader social agenda with the public at large. Such new approaches to common concerns creates new activists, develops new capacities, helps bring new members to the union and propels new dynamics for change.

Structural Approaches to Union Renewal

There are additional union structures on a city-wide, regional and national level that can potentially be key to union renewal. They include national unions, provincial (or state), and federal central labour bodies. Most important in recent experience, such as the Ontario Days of Action referenced earlier, was the role of the provincial federation of labour. Under the impact of government attacks and cutbacks, particularly to health care and education, union leaders and activists alike determined to launch counter actions.

The Ontario Federation of Labour became both the centre of heated leadership debates regarding the most appropriate fight-back strategies and the structure which co-ordinated city-wide workplace shutdowns and demonstrations across the province. Local union labour councils with their strong community links were also key. In the face of major government and employer attacks, labour councils have shown themselves to be centres of strike solidarity, conduct limited cross-union debates and mobilizations. Such councils have had some success in reaching out beyond labour's ranks and linking up with community coalitions – anti-poverty groups, affordable housing and tenants rights coalitions, immigrant support groups and feminist and environmental coalitions to name but a few. This activity not only creates, broadens and strengthens the voice and effectiveness of working people, it helps change who and what we are. As Hickscher (1988:177) points out from a slightly different perspective, to be effective, unions need to "build unity around a general vision rather than a fixed contract." What is necessary, he says, is "a kind of unionism that replaces organizational conformity with coordinated diversity."

International Solidarity

As corporate power and capital mobility have expanded with the aid of enabling technologies, as global competition has intensified and assaulted workers living standards, unions need to develop innovative ways to fight for social justice (Schenk and Anderson, 1995 and 1999). This holds for unions in the public and broader public sector, given the cuts to social programs as much as for private sector unions fighting concession bargaining in transnational corporations. The hard choice facing trade unions on the international level, as on the local and national levels, is to either accommodate to government policies and corporate priorities or to challenge them.

The fear of capital mobility and the threat of corporate relocation to countries with low labour costs, such as Mexico, has led some to respond by "partnering" with management in an ill-fated attempt to defeat "worker competitors" (Bronfenbrenner, 1996). While suspicious of such productivity alliances, the fear of management's ruthless concern for the "bottom line", corporate relocation and the resulting unemployment often proves stronger. The changed circumstances of more integrated world economies demand a different response: not one of competition between workers as management would favour, but one of international solidarity and resistance. *Borderless capital demands borderless unionism.* This solidarity, built on strong local and community group links can maximize peoples leverage, win victories however small and change agendas and outlooks. As Wells (1998:22) notes: "The same global integration of production that makes it possible for employers like Ford to get workers in different countries to compete against each other, also makes it possible for workers to ally with each other."

The goal of unions today is how to transform themselves into rank-and-file controlled, democratic, social movements as interested, and where possible as active, on the international dimension as the local, provincial (state) and national. Unionism has historically held that its basic principal is collective solidarity, that it is only by uniting workers, who would otherwise compete against each other, that the

strength to realize workers legitimate needs and aspirations can be realized. This principal holds notwithstanding the uniqueness and deserved respect of culture, race, religion, colour, gender, age, and language. It holds within a workplace, a country or nation and it holds across borders. What is key is that struggle for human betterment needs to be *internationalized*, not isolated and fractured.

The complexities of the most appropriate institutional forms and structures, such as national trade union federations and international bodies such as the International Confederation of Free Trade Unions deserves fuller consideration than can be given here. Nonetheless, in keeping with our theme of expanding local union and community links and focussing on issues in a manner that both speaks to their specific workplace needs and their societal impacts, new membership structures such as international solidarity committees or networks, are a necessity.

It is important for union leaders and staff to develop formal and informal links with their counterparts internationally. It is also necessary for them to exchange visits and see for themselves the actual working conditions and struggles working people in low-wage countries are confronted with. However, it is increasingly evident that international solidarity has to move beyond such visits to worker-to-worker exchanges and coordinated bargaining strategies – particularly when confronting the same transnational corporation. Workers confronting the same global corporation need to coordinate their bargaining strategies just as management already sets its bargaining framework and guidelines from their head office as well as on site. Workers in the public and broader public sector need to learn the lessons from each others victories and defeats when facing the cutbacks and other policies of neo-liberal governments. These new needs necessitate new forms of worker collaboration and new enabling structures. "Labour's best hope," says Wells (1998:490), "is a *coordinative unionism* which combines the mobilization capacity of the workplace and community with the scope of national and transnational strategies."

Conclusion

The emphasis of this paper has been on transforming unions themselves, rather than on transforming union organizing per se. The two are far from being mutually exclusive. Rather, they are highly interdependent with each impacting on the other in a manner that can be mutually reinforcing. Nonetheless, Canadian unions, taking their cue from debates and practices in the United States, have focussed on transforming organizing only – more resources, new tactics and strategies. Such change is necessary and important, unions need to organize more than ever, but insufficient when undertaken in isolation from the more daunting challenge of transforming unions themselves.

Strengthening rank-and-file membership control over decision making, that is deepening union democracy (both representative and direct democracy) and developing an alternative vision for the union and society at large, will involve both organizing the organized, that is activating members and attracting unorganized workers to the union movement. The approaches to bargaining outlined above, emphasizing both particular bargaining unit needs and broader societal concerns, are examples of the manner in which union and community activists can begin to link together, overcome sectional cleavages and harmonize their issues in common actions for mutual benefit.

On entering the 21st Century, the progress of social movement unionism will need to confront an ongoing, yet new challenge: the relationship between trade unions and political parties. Over the last century trade unionist's came to recognize the importance of a political vehicle and initiated or otherwise supported social democratic or other worker-oriented political parties. Such relationships have influenced labour politics to this day, with the United States being a contemporary and notable exception. With the current dismantling of the post-war "welfare state" and the drift to more moderate positions by social democratic parties in Canada and elsewhere, this linkage has become highly contentious if not unviable. This is a topic that deserves further attention. It is raised here to underscore the need for further research necessary to more fully comprehend the challenges ahead.

Finally, any commitment to change has obviously to be concretized in specific actions before change can be realized. It cannot remain on the level of abstract conception. Further democratization of unions and the development of alternative visions are necessary to assist such change, but it is people actively engaged in an alternative politics that bring it about. In so doing, they not only modify and develop their alternative visions, rethink their union strategies and structures in the light of experience, but change themselves. *In*

the process of changing one's circumstances one is also engaging in changing one's individual and collective self – through new experiences, in setting aside outworn and outdated ideas for new ideas – a new consciousness, by gaining confidence in the viability of debate and common action, in wining new adherents to the union and to the movement for change – a new solidarity is forged.

Transforming unions is not easy if only because unions are embedded in, as well as in opposition to, the labour-capital relation. There are no perfect models and there are no magic solutions. One further caution is necessary: even the most participatory democratic union with the advantage of a unifying alternative perspective, is not a guarantee of success – nothing is. Rather, such developments are the necessary prerequisites to clarifying the aims of the organization and working out the most appropriate tactics. The intent here has been to try to move a step forward, to both revitalize and move beyond the organizing model, towards democratic social movement unionism. It is to be hoped that this process, in turn, will further enable working people to construct new collective identities and further control their own destinies.

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CANADA RECOGNIZES WORKPLACE CHAMPIONS "WHO ARE HELPING PUT ABILITY BACK INTO DISABILITY"

Wolfgang Zimmerman, Executive Director
National Institute of Disability Management and Research

Those who have experienced a major injury or illness are familiar with the slow, painful and often depressing descent that can be set off by losing their job, income, social network, and sense of worth. At the same time, the companies they worked for have lost a valuable employee, colleagues are burdened with extra workload and human resources staff are doubly bogged down with hiring and training replacements. The lost productivity and hidden costs are borne by employers, insurance-carriers and, ultimately, society at large. Nobody wins.

The National Institute of Disability Management and Research, founded in Canada in 1994, is a non-profit education, training, and research centre committed to reducing the human, social, and economic costs of disability through joint workplace-based reintegration programs.

Facts About Disability in Canada

- In 1997, direct payroll costs for disability in Canada, including workers' compensation and short- and long-term disability, were $11 billion.
- For example, in British Columbia alone, direct and indirect costs of workers with disabilities being displaced from the workplace total $3.6 billion per year.
- This translates to approximately nine cents of every dollar earned, representing an annual cost of about $2,500 per working person in British Columbia.
- If left unchecked, it is estimated that direct and indirect costs of disability in Canada could rise to $30.5 billion by the year 2006.
- Studies reveal that employers pay 35 per cent of the total direct and indirect costs of disability, while employees and their families shoulder 27 per cent of the total.
- The financial loss to workers is profound. For example, for an employee who is disabled at age 35, previously earning $50,000 per year and forced to go on social assistance, the loss-of-earnings to retirement age is estimated at $799,000.
- In 1999, persons with disabilities represented a 2.3 per cent participation rate in Canada's labour force, a further decline from an already low of 2.7 per cent the previous year.
- In a 1999 study of one of the nation's primary industries, the pulp and paper industry, the direct cost of disability to employers was more than $2,000 per employee. That figure translates directly to the bottom line adding between $4.50 to $7.25 per tonne in disability-related costs to pulp and paper products.
- Studies show that without intervention, there is only a 50 per cent chance of a person with a disability returning to the workplace after a six-month absence, declining to 20 per cent after a year and to just 10 per cent after a two-year absence.
- At any given time depending on the occupation involved, 8 to 12 per cent of the workforce in Canada is off the job due to injury and is receiving either worker's compensation, long-term disability or weekly indemnity. Billions of dollars are lost each year in benefit payments and lost productivity.

In Canada today, a major reversing trend has been embraced by governments, business and labour organizations across the country. The concept of disability management through effective job reintegration is changing the way modern workplaces meet the needs of injured workers. At the centre of this change are scores of unsung leaders and innovators who are making a difference.

With sponsorship from major partners in labour, business and government, the National Institute of Disability Management and Research has launched a nation-wide program to recognize those outstanding organizations and individuals who have championed the best principles of workplace disability management and achieved positive, measurable results.

The first annual National Awards of Excellence in Disability Management will be introduced in September 2000 by the National Institute of Disability Management and Research, and major Canadian business, labour and government sponsors. These awards are designed to recognize and reward outstanding organizations and individuals who have helped put the ability back into disability and will celebrate programs built on the principles that the Institute and other researchers around the world have found to be instrumental in successful workplace-based disability management.

These Are Programs That:

- Demonstrate executive leadership and vision;
- Involve creativity, collaboration and commitment;
- Are based on consensus between labour and management;
- Promote injury prevention, rehabilitation and safe, early return-to-work;
- Reduce the human and economic costs of disability.

Entries for the National Awards of Excellence program will be judged by a 14-member executive steering committee comprised of stakeholder representatives. The committee is chaired by the Honourable David Vickers, a Justice of the Supreme Court of British Columbia, who has been a long-time supporter in the struggle for persons with disabilities to achieve more equitable lives.

Nominations for the awards can be made by workers, unions, employers, public and private sector service providers and any others significantly involved in the disability management field.

Award Categories Include:

- Small Organization/Workplace (2 to 500 workers, and may include an independent operating unit of a larger organization) with an internal disability management program;
- Large Private Organization/Workplace (over 500 workers) with an internal disability management program;
- Crown Corporation/Government Agency (over 500 workers) with an internal disability management program;
- Private Sector Service Provider (disability management or return to work);
- Public Service Initiative by a government or statutory agency.

Two other major categories have been established for the following types of individuals who have contributed to effective Canadian disability management practice, they are:

- Return to Work Coordinator/Disability Management Professional;
- Outstanding Public Leadership in Disability Management.

Award finalists will be notified on September 1 and officially recognized at a gala awards ceremony to be held in Ottawa later in September. Along with an award commemorating their achievements, award recipients will be recognized in a national advertising campaign to run in the fall of 2000. Further information concerning disability management, including a listing of award recipients and selected case studies, will be published in future issues of the *Workplace Gazette*.

For more information contact:

National Institute of Disability Management and Research

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Ontario (613) 260-2951

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Website: www.nidmar.ca

National Institute of Disability Management and Research™

WORK, FAMILY AND COMMUNITY: KEY FINDINGS

Centre for International Statistics
Canadian Council on Social Development

The "work and family challenge" is a key issue facing Canada as we enter the next century. Research is only beginning to identify the interrelationships between the world of employment and the world of family, and how they affect the lives of individual Canadians and their families, workplaces, and communities.

Research[1] clearly illustrates that the demands of one domain influence the others. Specifically, the world of paid work is much more likely to interfere with family and community life than vice versa. Demanding jobs and unsupportive workplaces tend to spill over into workers' personal lives, creating or exacerbating problems there. These problems in turn influence the ability of workers to manage on the job.

The drive to become more economically competitive through workplace re-engineering has resulted in heightened work-family-community conflict, reflected in poor work performance, higher turnover, low morale, as well as poor mental and physical health. It is not just a question of competing demands on an individual's time and energy however. Poor performance and well-being tend to be related to the amount of *control* individuals have over their work, family and community lives.

Research shows that employees with more supportive workplaces and better quality jobs are more likely than other workers to be committed to their companies' success, show greater loyalty to the firm, and express a stronger intention to staying with the company. Employee job satisfaction impacts the bottom line. While there are no definitive data about the cost of work-family-community conflict for employers, individual case studies suggest that costs associated with a highly stressed workforce include injuries, absenteeism, health insurance, and high turnover.

The research finds that the best way to create greater employee satisfaction is to create better-quality jobs and more supportive workplaces. Much remains to be done, however, to assist individuals and families cope with the demands of work, family and community. The long-term costs of neglecting families needs are steep.

This article is a condensed and edited summary of the report "Work, Family and Community: Key Findings and Directions for Future Research". *The original report, prepared for the Labour Program, Human Resources Development Canada in 1999, is available upon request. It includes an analysis of government trends and responses while also looking at directions for future research.*

Economic and Social Trends

Broad macro forces shape the lives of Canadians at work, in the family, and in the community. This section focuses on the economic and social trends. Included under economy are general economic indicators, as well as trends in income, job and workplace characteristics. Covered under society are changes in demographic trends, structure of families (including the division of labour by gender), immigration patterns, mobility, attitudes towards work and family, and community activism.

Economic Trends

The face of the Canadian labour force is changing. Today's labour force is older on average, better educated, more racially and ethnically diverse, and more concentrated in service occupations. Many more women are also active participants in the labour force.

- Perhaps the most notable trend over the past 30 years has been the large scale influx of women into the labour force, particularly women with pre-school children. In 1998, 58 per cent of women over age 25 worked in the paid labour force and made up 45 per cent of the total labour force.

This article is a condensed and edited summary of the report *"Work, Family and Community: Key Findings and Directions for Future Research"*. The original report, prepared for the Labour Program, Human Resources Development Canada in 1999, is available upon request. It includes an analysis of government trends and responses while also looking at directions for future research.

[1] All references to these studies can be found in the original report.

The nature of the Canadian economy is also changing. For some members of the workforce, economic restructuring has presented new opportunities; for others, it has caused uncertainty about the stability and predictability of employment.

- The 1990s have been characterized by slow economic growth, picking up only after 1997. The rate of unemployment remains high, dipping only recently to pre-1989 levels (7.8 per cent in January 1999). Job growth has averaged 1.17 per cent per year (between 1990 and 1998) while output has expanded at 2.1 per cent per year (between 1990 and 1997). Almost all net job growth during this decade is due to self-employment.

As well, there has been significant growth in nonstandard forms of paid employment, raising concerns about the quality of jobs.

- Of those jobs that have been created, a growing number are part time; between 1991 and 1996, part-time employment has grown 2.0 per cent annually whereas full-time employment has only grown by 0.9 per cent annually. By and large, women continue to be over represented in part-time work, in large part because of competing responsibilities for family and home.

- Temporary and contract work has also risen in the 1990s from 5.0 per cent of paid employees in 1991 to 11 per cent in 1997, as has the prevalence of flexible working arrangements: shift work, flextime and telework. These changes have had a profound impact on the employer-employee relationship, particularly in terms of job security and loyalty.

- While the increase in flexible work arrangements holds out the potential for easing work and family responsibilities, data indicates that the increase is due in large measure to employer, not employee, preferences.

- Job quality is deteriorating for many who do not work in full-time, permanent jobs. While 60 per cent of employees with permanent or full-time jobs were covered by an employer-sponsored pension, health or dental plan in 1995, these benefits were available to only 20 per cent of non-permanent or part-time workers. Since women are more likely to be employed in part-time, temporary or low-wage work, they are less likely to have a compensation package that includes supplementary benefits.

Working hours are also becoming more polarized. Full-time workers are working more hours on average, and part-time workers fewer hours.

- The proportion of people working a standard work week of 35 to 40 hours declined from 65 er cent in 1976 to 54 per cent in 1995. The share of workers working fewer than 35 hours increased from 16 to 24 per cent, while those working more than 40 hours per week rose from 19 to 22 per cent.

- Most dual-earner couples worked a combined work week of between 60 and 89 hours, regardless of the presence of children. About 20 per cent of these couples worked more than 90 hours per week.

The polarization of working hours over the 1990s has been linked to the polarization of incomes. Overall, real incomes have been falling over this period, and the rate of poverty – a key measure of income inequality – has remained very high.

- Average family income has declined as well. In 1990, the national average family income was $57,300 (in 1995 dollars); in 1995, this had fallen to $54,600, a drop of 5.0 per cent. After-tax income has also been falling through the 1990s.

A growing proportion of the poor are young families with children, while a falling proportion are elderly. Older single women, however, are still economically vulnerable.

- In 1970, elderly families accounted for 27 per cent of families in the lowest income decile; this proportion dropped to 6.0 per cent by 1995. Younger families have since become most common in this decile. This proportion increased from 18 per cent in 1970 to 27 per cent in 1995, reflecting in part the disproportionately large growth of female single-parent families.

- Paid employment does not necessarily protect families against poverty. In 1995, more than half of low-income families were in the labour force but remained poor.

Women's incomes are more important than ever to the financial security of the household.

- In nearly half (46 per cent) of all families, the woman's earnings made up between 25 and 49 per cent of family income; in one in four families, the woman contributed half or more of what the family earned. Without a female partner's earnings, the 1996 low-income rate among dual-earner families would have more than tripled.

- The aging of the population, combined with earlier retirement, suggests that the financial needs of elderly family members may surpass the capacity of immediate family – even those with two earners – to provide that support.

Social Trends

Just as the Canadian economy has changed, Canadian families look very different from 30 or even 20 years ago. The traditional family with a male breadwinner and female homemaker has been displaced by the dual-earner family with both spouses working outside the home.

- In 1994, both spouses worked in seven out of 10 married or common-law couples (under age 65), up significantly from about one-third of couples 30 years ago. Only one in five couples relied on a single male earner in 1994. Even among couples with children under the age of seven, 70 per cent are dual earners.

There have been other significant demographic changes that are raising critical dependent care issues for family, workplaces, and communities.

- Canada's population is aging. As a result of declining birth rates and a large but temporary increase in the number of births after the Second World War, it is estimated that 20 per cent of Canadians will be over the age of 65 by the year 2021. Many more workers will find themselves caring for aging relatives.

- The 1991 Census found that nearly half of the seniors population have a disability, while roughly 13 per cent of the working age population report a disability—the vast majority of whom live in private households and rely on family members for assistance.

The demands of meeting dependent care needs are falling on smaller families, whose members often live great distances from each other.

- Declining fertility rates have resulted in smaller families today: average family size in 1995 was 3.01, down from 3.67 in 1971. Increasingly, smaller families will be supporting larger numbers of aged family members. The fact that people are living longer suggests that many more adult children, at increasingly older ages, will have living parents who may need care. Caregivers are also more likely to be in the members of the paid labour force in the future.

- The 1996 Census reveals that Canada is culturally diverse. In 1996, roughly one in five Canadians had been born outside of Canada, bringing many different family traditions to this country. Similarly, workplaces are becoming more ethnically and racially diverse; employees consequently require different approaches to addressing work-family-community concerns.

Families are called upon to pick up more responsibility for the care of their members.

- A 1992 Canadian survey of more than 5,000 employees revealed that about one-third of respondents had caregiving responsibilities solely for dependents under 19 years, one-fifth had only elder-care responsibilities, and one-quarter had responsibility for both child care and elder care.

- The 1996 Census also found that about one in six Canadians (over age 15) provided some care to seniors. Those in the age group 45 to 54 years had the highest proportion of individuals (23 per cent) providing unpaid care to the elderly.

- A relatively small, but growing, core of individuals provide personal care for seniors, often over many years: 38 per cent of respondents in one Canadian survey had been providing care for five to 10 years, while 13 per cent had been a caregiver for over 10 years.

Without a full-time caregiver in the home, many families are reassessing the division of labour within their households, but women retain the lion's share of responsibility for domestic and caregiving labour.

- While younger men have steadily increased their share of household work, women continue to shoulder a disproportionate share of domestic and caregiving labour. In 1992, husbands spent on average 18.1 hours per week on household work, compared to 32.5 hours spent by wives.

- Some parents choose to work shifts in order to have a parent in the home, caring for children around the clock.

Despite the influx of women into the labour market, there remains a great deal of ambivalence among the public about the proper role of women.

- In 1997, the majority of Canadians – 73 per cent of women and 68 per cent of men – said women should contribute to family income. Yet, 51 per cent of women and 59 per cent of men also stated that dual-earner families damage preschool children despite evidence that proves otherwise.

The Interaction of Work, Family and Community: Key Findings

Today's families are stressed by the pressures of work, family and community demands. As indicated previously, the structure of families and the division of labour within households have changed, particularly following the rapid increase in women's labour force participation. At the same time, governments have reduced community services and supports over the past decade, and many individuals have less time and energy for volunteering in communities. Demands on workplaces have also increased, creating more pressured environments for employers and employees. The result has been growing work-family-community conflict.

Work-Family-Community Conflict: Scope of the Problem

A number of studies reveal that many Canadians have difficulty balancing work, family and community.

- A 1992-1993 study of 27,000 Canadian workers found that 40 per cent of working mothers and 25 per cent of working fathers experienced high levels of work-family conflict, and that half of parents reported difficulty in managing their family time.

- In a 1998 study of over 5,000 Saskatchewan workers, half of respondents reported high role overload (too much to do, too little time), while 26 per cent experienced high interference from work and family (conflicting demands between different activities, at the same time, in different locations).

- The pressures associated with work-family-community conflict can be acute. One study of public sector workers found that 60 per cent of mothers and 63 per cent of fathers had considered quitting their jobs. The most frequent reason cited by mothers was that they felt they did not have enough time for their children (41 per cent); fully three-quarters of mothers with pre-school children felt this way (one in ten fathers considered quitting for this reason). Equal proportions of mothers and fathers claimed that work was too stressful (27 per cent), while one in six mothers felt that it was too difficult to do everything, compared to one in 12 fathers.

A number of factors contribute to work-family-community conflict:

- parental status;
- age of the youngest child in the family;
- whether the working parent has a full-time job;
- marital status (whether a parent is single or not);
- financial security of the family;
- the kinds of child care and elder care used; and
- the amount and scheduling of working time and job demands.

Impact on Individuals

Conflict between work, family and community has been linked to a variety of individual outcomes including health and well-being, family and personal relationships, and life satisfaction. A review of the literature reveals a number of impacts:

- Work-family-community conflict contributes directly and indirectly to poor mental and physical health (e.g., cardio-vascular problems).

- Women continue to spend more time, in total, on work and family activities than men and experience higher levels of stress and depression related to work-family-community conflict. This is especially true if they have young children.

- Stress is not related exclusively to problems in balancing work, family and community. Women also experience high levels of stress related to their caregiving work.

- Conflict not only stems from individual circumstances; it is also associated with individuals' work and family-related demands, and the amount of *control* they have over those demands. For example, workers employed in non-standard forms of employment and low-wage jobs are much more likely to experience conflict and its negative consequences than those with highly-skilled, financially-secure employment.

- Work-family-community conflict takes its toll on an individual's health. It often restricts job and personal opportunities.

Impact on Families

The consequences of work-family-community conflict is not just confined to the individual workers who are struggling to meet competing demands on their time and energy. Long hours spent at work are felt by all members of the family, as well as by employers and others in the community.

While all families or households are not affected in the same way, it is noted that:

- High levels of work-family-community conflict negatively affect the strength of families and marriages. Research illustrates that paid work is much more likely to interfere with family and community life than vice versa.

- The number of hours women and men spend in paid and unpaid labour is related to work-family-community conflict. Women continue to carry a disproportionate share of domestic and unpaid labour.

- Increasingly, attention is being focused on the consequences of work-family-community for children. New Canadian research shows that healthy child development does not tend to be affected by maternal employment status *per se*. Parental involvement, however, is important; it has been shown to influence children's physical and social well-being, and academic performance.

- Lack of quality care for dependents is the critical issue for all families, especially for low-income families. It constitutes a significant barrier to labour force participation for women.

Impact on Workplaces

There is now extensive literature on the impact of work-family-community conflict on individuals, and to a lesser extent, on families. Yet, there is little understanding of how this type of conflict affects organizations, including businesses, community organizations, even governments. This type of conflict has a powerful impact on individual behaviour. A better understanding is needed of how individual behaviour affects organizational performance (i.e., productivity, employee retention), and conversely, how organizational culture affects individuals and families. Research shows that:

- The drive to become more economically competitive through workplace re-engineering has resulted in heightened work-family-community conflict, reflected in poor work performance, higher turnover, low morale, and inequities in workload.

- Employees with more supportive workplaces and better quality jobs are more likely than other workers, to be committed to their companies' success, show greater loyalty to the firm, and express a stronger intention to staying with the company.

- Poor workplace performance tends to be linked to high demands at work, *not personal or caregiving responsibilities at home*. The 1997 National Study of the Changing Workforce found that demanding jobs and unsupportive workplaces lead to spillover from jobs into workers' personal lives which in turn create or exacerbate problems away from the job. These problems then spill back over into work and result in reduced productivity, etc.

- Employee job satisfaction impacts the bottom line. While there are no definitive data about the cost of work-family-community conflict for employers, individual case studies suggest that costs associated with a highly stressed workforce include injuries, absenteeism, health insurance, and high turnover.

- Statistics Canada estimates that stress-related disorders due to overwork cost Canadian business $12 billion a year, while absenteeism has been estimated to cost the Canadian economy between $2.7 and $7.7 billion a year.

- A study, sponsored by Sears, linked employee satisfaction with customer retention. It estimates that if employee satisfaction were to improve by five points, there would be a predictable improvement in customer satisfaction of two points, and in the year's quarter after that, revenues would grow by 1.6 per cent. A recent Conference Board of Canada study of five companies also found a positive link between employee job classification and customer satisfaction.

- A study by Health Enhancement Research Organization in the United States found that the health care bills of employees who are depressed are 70 per cent higher than those of other workers. Those reporting high stress had 46 per cent higher costs. Combining stress and depression led to costs nearly 2.5 times higher than other workers.

Impact on Communities

The study of community has been largely absent from existing research on "work and family" issues, with the exception of specific supports like child care and elder care. Clearly, current social, economic and government trends have created tremendous pressure on the community sector, and by extension, on the families that rely upon these supports. However, there are other important issues regarding community that are important to a discussion of work-family-community conflict:

- The availability and quality of community supports, including dependent care services, is critical to the efforts of all families juggling work, family and community demands. Cutbacks in publicly-funded supports have shifted additional caring responsibilities onto families, and compounded difficulties in securing needed supports.

- Much of the work and family literature has focussed on concerns with work in the paid labour force and at home. Yet, non-work responsibilities take many forms. Work-family-community conflict can stem from the competing demands of paid work and volunteering, leisure, or even friendship. Indeed, it is precisely these kinds of broadly defined community activities that are sacrificed when time is tight, and stress is high.

- Social support at home, at work, and from friends and extended family are important not only for the individual, but for families and workplaces as well. Support has been linked to improved health and well-being, healthy family functioning, improved employee performance, and reduced work-family-community conflict.

Responses to Work-Family-Community Conflict: Facing Difficult Trade-Offs

Recognition of the needs of today's workers has prompted a search for new ways to assist employees to balance their lives at work, at home and in their communities. Below are highlights of the efforts of each group – families, employers and communities – to strike a better balance between work, family and community, as their needs change over the life cycle, and through their careers.

As individuals, families, employers and communities struggle with these issues, they all face difficult trade-offs. Family members in particular are often left weighing financial security against their own well-being and the well-being of their families. The economic penalties associated with opting out of the paid labour market, or even working shorter hours, for instance, are steep. Similarly, employers must weigh the long-term benefits of instituting work-life programs against a short-term focus on profits. Ultimately, ahead lies the long-term costs of doing nothing to assist families, employers and communities effectively manage their

Solutions for Balancing Work, Family and Community

Individual and Family Responses	• Restructuring of employment • Restructuring caregiving and domestic labour • Building networks
Workplace Responses	• Workplace flexibility • Family leave policies • Workplace family services • Supportive management

responsibilities, denying a generation of children the resources – social, emotional and financial – that they need to grow and develop.

Individual and Family Responses

In the absence of supportive policies, families have struggled to adapt to increased job demands, often at the expense of personal, family and/or community responsibilities. They have pursued a number of strategies to alleviate the stresses of work-family-community conflict, ranging from withdrawing from the labour force altogether, to taking on shift work to cover off child care to establishing a new division of labour within the household, to reducing leisure and recreational time. Families' choices, however, are clearly related to the resources at their disposal, including levels of education, levels of support in the work environment, and their individual attitudes and role expectations within the family. Individuals and families make choices, but often not under circumstances of their own choosing.

- *Restructuring of Employment* – One of the most fundamental decisions made by individuals facing conflict is whether to modify their patterns of work or to drop out of the paid labour force altogether. The studies that have looked at this question all conclude that women are more likely to change their patterns of paid employment, while men are more likely to make "special arrangements" to accommodate the work demands of a spouse or the needs of a child.

- *Restructuring Caregiving and Domestic Labour* – Families also pursue a number of time-based strategies such as extending, intensifying or shortening the time involved in completing domestic tasks, setting priorities for housework, routinizing the schedule of daily events, and negotiating a division of labour with other family members. They also, as noted above, make choices about the amount of time they devote to community activities, leisure, and friendships.

- *Building Networks* – Families turn to their extended family members and friends for assistance if and when available, and rely heavily on supports that are available in the community to help balance their needs, such as support programs for individuals with disabilities. The degree to which they can acquire external supports, however, is largely contingent on the supply of these types of services, their location, and their cost.

Workplace Responses

Families and individuals are managing in very stressful times to balance work, family and community demands, often at high personal cost to individuals and family members. They recognize that they can't hope to accomplish everything, nor can they cope single-handedly. Clearly, they need the assistance of employers and governments to achieve a greater measure of control over their time and resources, to pursue paid employment and fulfill personal goals.

Employers' response has been sporadic and slow, particularly at a time when economic restructuring and workplace re-engineering has taken a heavy toll on both employers and employees. There is continuing reluctance on the part of many managers to acknowledge the interconnection between work, family and community. Many people also hold dated ideas about Canadian families or they assume that families have an infinite ability to absorb the costs of economic and social change. Research is conclusive in this regard: the best way to create greater employee satisfaction is to create better-quality jobs and more supportive workplaces.

- *Workplace Flexibility* – Time and again, surveys reveal that employees – especially women – are very interested in flexible work arrangements. Research has shown that stress at work is tied not only to the actual number of hours worked, but also the time when those hours are worked and the place where those hours are worked. Policies such as flextime, compressed work weeks, regular part-time work, job sharing, work at home, telework, reduced work weeks with prorated benefits, are all strategies for balancing work, family and community that benefit employees and employers. The research literature points out that flexible working arrangements afford employees greater control over their work and family lives, and result in reduced work-family conflict, improved morale, higher retention, increased productivity and lower absenteeism.

  Yet formal flextime is still not widely available to Canadians. The 1995 Survey of Work Arrangements found that flextime is available to only one in four Canadian workers, while one in five work part-time, and one in 10 have access to telework. Access to work-life programs such as flextime tend to be the privilege of a select group of professional and managerial workers who have the leverage to obtain flexible work arrangements.

- *Family Leave Policies* – The availability of corporate policies is uneven. Access to these types of benefits depends largely on the job type, industry, firm size, and unionization. Employees in small- and medium-sized firms are much less likely to have access to leave programs than employees from large firms. The growth of non-standard work and privatization signals a further erosion of existing benefits. Reforms to Employment Insurance, including tighter eligibility and reduced benefits, have also negatively impacted private maternal and parental leave provisions which are linked to access to the public program.

- *Workplace Family Services* – In Canada, a number of firms are experimenting with different types of support, ranging from counselling services, emergency referral services (e.g., for elder care), on-site programs (e.g., child care), and health and wellness programs (e.g., health risk assessments). For the most part, organizations have been very slow to develop these types of supports. A Conference Board of Canada survey found that fewer than 5 per cent of employers reported having on-site child care, while less than one in 10 (8 per cent) provided information and referral regarding child care or adult dependent care. Not surprisingly, only larger firms tend to be active in this area.

- *Supportive Management* – Work-life policies have little impact, research shows, if managers are not on side. The degree of flexibility within organizations has much more to do with supportive managers than with formal policies and programs. As a result, there tends to be tremendous variation within organizations because supervisors act as gatekeepers to the benefits available. According to the literature, training managers is critical to the success of work-life programs and in creating a supportive work environment more generally.

- *Are Work-Life Programs Effective?* – Introducing work-life programs is the "right" thing to do to help employees balance work-family-community commitments. But, it is also the most " cost-effective" thing to do as well according to a growing body of Canadian and American research. Research indicates that these programs have positive effects on employees' perceptions of control over work and family matters. Greater control has been found to lead to lower levels of work-family-community conflict, job dissatisfaction, depression, and other mental and physical health problems.

  One study sponsored by the Conference Board of Canada, for instance, found work-life programs were "somewhat" or "very" effective among companies surveyed: 62 per cent cited increased employee morale; 56 per cent, reduced stress; 43 per cent, reduced absenteeism; and 32 per cent cited increased productivity. A study by the Economic Policy Institute in Washington found that family-supportive programs contributed to employees' positive perception of their families, which in turn increased worker's commitment to the job, reduced stress on the job, and the extent to which stress spilled over from the job to their home lives.

Conclusion

The problems Canadians experience trying to integrate their work, family and community lives are well-understood. Existing approaches on the part of families and employers are clearly inadequate in providing needed support. In large part, problems stem from the assumption that families can and should struggle with work, family and community demands on their own. In the face of dramatic increases in the number of dual-earner and single-parent families, family members, and women in particular, are struggling with unrealistic demands on their time and resources. The variation in responses across Canada results in tremendous inequity among workers. Clearly much remains to be done to improve the lot of Canadian workers and their families. The long-term social and economic costs of neglecting today's problems are steep.

For more information on
The Canadian Council on Social Development, visit:

Website at: http://www.ccsd.ca

CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

Michel Gauvin
Strategic Policy and Partnerships
Labour Program, Human Resources Development Canada

A current comprehensive report on the legislation in Canada dealing with family-related and other leaves was recently produced by the Labour Program of Human Resources Development Canada. To access this report, please visit the Labour Program Web site at: http://labour.hrdc-drhc.gc.ca/, click on "Canadian Labour Law Information" and then on "Employment Standards Legislation in Canada".

This documentation deals with private sector employment standards in Canada. It sets out the federal, provincial and territorial legislative provisions dealing with the statutory school-leaving age, the minimum age for employment, hours of work and overtime pay, minimum wages, equal pay, the weekly rest-day, general holidays with pay, annual vacations with pay, parental leave, and individual and group terminations of employment.

YESTERDAY AND TODAY

Union Organizing and Raiding

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Fifty Years Ago...

The Labour Gazette reported that a "no-raiding" agreement was negotiated between two of the largest United States labour unions, the International Association of Machinists and the United Auto Workers. In its preamble, the agreement cites the objective of "maximum labour solidarity, organization of the unorganized and the ultimate achievement of a united labour movement". Where one of the named organizations has established a contractual relationship with an employer ... the other shall not ... disturb the relationship. In unorganized plants, both organizations are free to conduct organizational campaigns... but not seek to gain an organizational advantage by tactics and methods which in the long run are detrimental to the overall interests of the labour movement.

Today...

The Canadian Labour Congress has integrated "no-raiding" guidelines in its constitution and monitors such activities in the overall interest of the labour movement.

WORKPLACE INFORMATION LABOUR

INFORMATION SUR LES MILIEUX DE TRAVAIL TRAVAIL

INFORMATION PRODUCTS AND CLIENT SERVICES

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The Workplace Information Directorate is your source for up-to-date, customized information on industrial relations and collective bargaining.

By meeting your specific research needs, we can assist you in preparing for the resolution of issues at the bargaining table. We can also help you keep abreast of developments in the industrial relations field through our information service and publications. Our resources are used by negotiators, researchers, economists, consultants, journalists, teachers and many others.

Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments in Canada. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. Annual subscription: Canada, $200 plus 7% GST ($214); other countries, U.S. $200. (Available by fax or by mail).

Workplace Gazette

A quarterly publication providing data on wage adjustments from major collective bargaining settlements by public and private sectors, by region, by jurisdiction and by major industry; detailed analysis of selected provisions in major agreements; information on innovative workplace practices in Canada resulting from collective bargaining; a quarterly calendar of major collective agreement expiries and reopeners; and, a chronological perspective on work stoppages in Canada. It also features articles or case studies on pertinent industrial relations matters. Annual subscription: Canada, $125 plus 7% GST ($133.75); other countries, U.S. $125.

Collective Bargaining Bulletin

A monthly publication containing timely information based on recently signed major collective agreements in Canada. The publication focuses on summaries of changes to wages and benefits in selected settlements, the status of key negotiations as well as data on work stoppages in Canada. In addition, a listing of formal and up-to-date reports of major settlements is provided and copies are available by calling the Workplace Information Directorate at 1-800-567-6866 or (819) 997-3117. Annual subscription: Canada, $50 plus 7% GST ($53.50); other countries, U.S. $50.

For further information, contact the Workplace Information Directorate:

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